

January 1995

# RESERVE COMPONENT PROGRAMS



19950421 046



**FY 1994 Report of the Reserve Forces Policy Board**

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**“As reservists and citizens, you can take  
great pride in your efforts to enhance the  
security of the United States and its allies  
and to further the ideals of peace and  
democracy.”**

**Bill Clinton  
President of the United States**

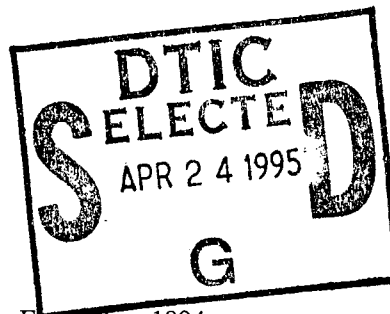
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THE SECRETARY OF DEFENSE  
WASHINGTON, DC 20301-1000

06 MAR 1995



MEMORANDUM FOR THE PRESIDENT

SUBJECT: Annual Report of the Reserve Forces Policy Board for Fiscal Year 1994

The Annual Report of the Reserve Forces Policy Board for Fiscal Year 1994 is provided to you in compliance with Title 10, United States Code, Section 113(c)(3).

In this report, the Board has reviewed the progress that has been made by the Department in improving the readiness of the Reserve components, and has identified areas where, in the Board's judgment, further improvements are required to make the Reserve components more effective members of the Total Force. The report also describes the changes the Reserve components are making to adapt to the post-Cold War era.

The report represents the collective views of the members of the Board, and not the official policy positions of this Department or any other Department or agency of the United States government.

I value the contributions of the Board toward our efforts to ensure that the Reserve components are a ready and accessible part of the Total Force.

*William J. Perry*

Attachment:  
As Stated

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THE SECRETARY OF DEFENSE  
WASHINGTON, DC 20301-1000

06 MAR 1995

Honorable Albert Gore, Jr.  
President of the Senate  
Washington, DC 20510

Dear Mr. President:

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Sincerely,

A handwritten signature in cursive script, reading "William G. Perry", is positioned below the "Sincerely," text.

Enclosure:  
As Stated





THE SECRETARY OF DEFENSE  
WASHINGTON, DC 20301-1000

06 MAR 1995

Honorable Newt Gingrich  
Speaker of the House of Representatives  
Washington, DC 20515

Dear Mr. Speaker:

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Enclosure:  
As Stated

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This report represents the Reserve Forces Policy Board's independent review of Reserve component issues and provides a consensus evaluation of Reserve component programs. It includes the collective views of the Board members and does not necessarily reflect the official policy positions of the Department of Defense or any other department or agency of the United States Government.

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# **Reserve Component Programs Fiscal Year 1994**

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**The Annual Report of the  
Reserve Forces Policy Board**

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Office of the Secretary of Defense  
Washington, DC 20301-7300

January 1995





## *Reserve Forces Policy Board Chairmen*

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**Honorable  
John O. Marsh, Jr.**

**Chairman, November 1989-October 1994**

Chairman, Reserve Forces Policy Board. Partner, Hazel & Thomas, P.C., Winchester, Virginia. Legislative Counsel to the Secretary of Defense, 1989-1990; Secretary of the Army, 1981-1989; Counselor, with Cabinet rank, to President Gerald Ford; Assistant for National Security Affairs to the Vice President; Assistant Secretary of Defense for Legislative Affairs; Representative in Congress from Virginia, 1963-1971. Appointed Chairman, Department of Defense Task Force on Quality of Life, November 10, 1994.

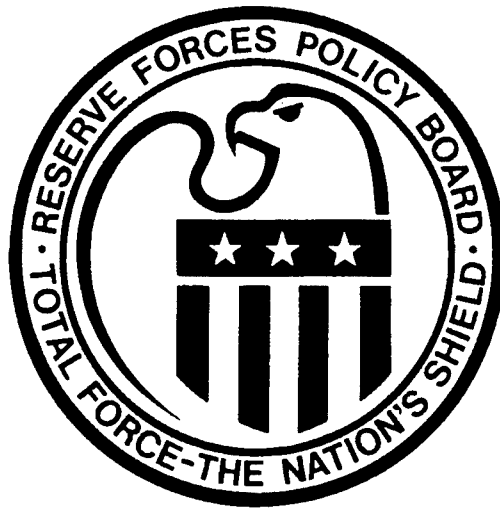
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**Mr. Terrence M. O'Connell**

**Chairman, November 1994-Present**

Chairman, Reserve Forces Policy Board. Executive Vice President of The Keefe Company, Washington, D.C. Senior Advisor, National Guard Association of the United States; Political Consultant 1975-1976; Political Director and Assistant to the Executive Director of the Democratic National Committee, 1972-1975. Appointed Chairman, Reserve Forces Policy Board, November 1, 1994.



The logo of the Reserve Forces Policy Board represents the Total Force as the shield for the Nation. The United States is identified by its national symbol, the eagle. The blue field represents the Military Departments of the Army, Navy, and Air Force. The Marine Corps is a part of the Department of the Navy. The Coast Guard may become a part of that Department in time of war. Integrated in that field are three stars depicting the Active component, National Guard, and Reserve. The seven vertical stripes of the shield stand for the seven Reserve components: Army National Guard, Army Reserve, Naval Reserve, Marine Corps Reserve, Air National Guard, Air Force Reserve, and Coast Guard Reserve.

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The Annual Report of the Reserve Forces Policy Board is a reflection of the consensus of the 24-member Board. Although most recommendations and proposed policy changes have unanimous support, this report does not purport that the Board members, the Military Services, or the Department of Defense concur with every recommended action or position.

The Board's independent review of Reserve component issues is presented, as well as a consensus evaluation of Reserve component programs. The report includes the collective views of the Board members and covers the period of October 1, 1993 through September 30, 1994.

# *Executive Summary*

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## **Introduction**

**F**iscal Year 1994 continued to be a transitional period for the Reserve components. The focus during the year was on roles and missions, readiness, accessibility, and peacetime use of Reserve forces. Planning for major regional conflicts and operations other than war (such as peacekeeping, humanitarian assistance, and domestic disaster relief) was a major thrust of the military community. Missions required integrated Active and Reserve forces to provide adequate responses to the changing world. Units from this capability-based force can be appropriately mixed and matched to meet any challenge. An effective and efficient force mix is crucial in determining Reserve component capabilities and limitations into the next century.

To respond to post-Cold War risks, dangers, opportunities, and challenges, a Reserve component vision was developed. The vision seeks an integrated Total Force in which the Reserve components are active participants in facing the full spectrum of new challenges to national security. Reserve components must be capable, accessible, affordable, and relevant. These four imperatives will inevitably affect the functions, roles and missions, and force structure given to the Reserve components.

The concepts of "compensating leverage" and "value added" will influence future use of the Reserve components. A need exists to institutionalize the improvements in the peacetime use of many functional areas such as intelligence, civil affairs, medical, and military police within the Reserve components.

The time is right to expand the concept of jointness. The Total Force must be structured and missioned in such a way that the economies

of jointness are fostered. When properly resourced, the Reserve components have the skills, training, equipment, and capability to deal with many of the Nation's challenges. In addition to their impressive warfighting capabilities, they have capabilities that can be effectively used for non-traditional, non-warfighting missions. These capabilities should be programmed for joint use across Service boundaries.

At a time when the Reserve components are being downsized and restructured, quality of life initiatives and programs are very important. Adequate pay and benefits, family and employer support programs, health care, personnel tempo, and transition support initiatives play vital roles in maintaining the high quality and morale of people in uniform. It is more important than ever that defense personnel are treated properly. Investments in quality of life programs are investments in the readiness of the force.

## **Composition and Force Structure**

The Total Force Policy continues to serve the Nation well. The Reserve components are making force structure adjustments to the new world order and the reduced threat of total war. The Reserve components' role in the national strategy is undergoing change as the Active components continue to downsize. The Reserve components are also downsizing and changing missions to meet new regional threats and peacekeeping requirements. The Reserve components have participated in all recent wartime operations and in ongoing operational peacekeeping, humanitarian, and drug interdiction missions.

Reserve component forces have enjoyed a period of unparalleled success and support, and are highly involved in Active component missions. They are full partners and continue to be integrated in the National Military Strategy.

As Reserve components are downsized and missions changed, the continuous process of mission integration takes on a special significance. The Total Force Policy remains unchanged and Reserve component involvement is increasing.

The *National Defense Authorization Act for Fiscal Year 1994* continued the already downward trend in the Defense Department budget. Reserve components provide a cost effective means for augmenting Active components and maintaining important capabilities in the Total Force. The citizen-soldier provides a low-cost deterrent to conflict, an immediate response capability during domestic crises, and a critical surge recall capability. The Reserve components continue to demonstrate their readiness and relevance through participation in and support of Active component contingency operations.

The Army Off-Site Agreement placed most of the combat forces in the Army National Guard, while aligning combat support and combat service support forces in the Army Reserve. The mix of combat, combat support, and combat service support forces has been settled and the Army can move forward to "right-size" its total force in the post-Cold War period. The Reserve combat support and combat service support forces are capable and ready for peacekeeping operations.

## **Missions and Operations Other Than War**

The Bottom-Up Review provided a baseline to clarify Service roles, missions, and functions in all areas and to build on Joint Staff requirements to provide the proper force mix. As the transition continues to be defined in the National Military Strategy, Reserve roles and missions will undergo significant change. The Reserve components remain ideally positioned to enhance national security with efficient and capable forces.

Congress made the Civil-Military Cooperative Action program part of the *National Defense Authorization Act for Fiscal Year 1993* by passing Section 410, Title 10, United States Code. The

Civil-Military program is designed to maintain or enhance military readiness while at the same time help address important domestic needs. The Secretary of Defense directed the implementation of the law and the governing DoD Directive is being completed. In the meantime, the Department is relying on other statutory guidance to implement the Civil-Military programs. The youth education programs are being executed under Section 2193, Title 10, United States Code and Section 1091, Public Law 102-484. The engineering and medical programs are executed under existing training authorities. These projects focus primarily on using combat support and combat service support resources and are ideally suited for the Reserve components.

The most visible Reserve participation in current missions was demonstrated in Operations SUPPORT/UPHOLD DEMOCRACY and Operation VIGILANT WARRIOR. Reserve component units and individuals volunteered or were selectively recalled under the Presidential Selected Reserve Call-up Authority to support the Haiti contingency and Southwest Asia operations. This was a clear indication of the important role the Reserve forces play in contingency missions. Assured early access to the Reserve components continues to be the most critical factor in Reserve involvement in future missions and contingency operations.

The Reserve components are capable of being assigned missions that require special skills and quick response. The Reserve components continue to demonstrate their capacity and capability to mobilize on short notice. As resources are reduced, more reliance can, and should, be placed on mission capable Reserve units and individual citizen-soldiers.

## **Personnel**

The Selected Reserve end strength authorizations continued to decline during Fiscal Year 1994. The overall decrease from the peak strength levels in Fiscal Year 1990 to Fiscal Year 1994 was 13 percent across the Reserve components. Decreases were also seen



in the critically important Full-Time Support program.

Recruiting and retention have been significant challenges during this period of reductions. The drawdown of the Active component created a larger than usual pool of prior-service personnel. The elimination and movement of Reserve component units, combined with multiple base realignment and closure actions, created an environment of turmoil and uncertainty.

The passage of the *Reserve Officer Personnel Management Act* (ROPMA) after a ten-year effort was a significant event. ROPMA was enacted as Title XVI of the *National Defense Authorization Act for Fiscal Year 1995*. It constitutes the first comprehensive overhaul of Reserve officer personnel management statutes in 40 years, and brings the law into relative conformance with the *Defense Officer Personnel Management Act of 1981*.

A thorough review of the Services' Professional Military Education (PME) programs has been initiated by the Secretary of Defense. The study will determine actual PME needs of the Department of Defense and explore whether or not existing policies and practices meet these needs.

Each of the Reserve components is seeking the best solution for Personnel Management Information Systems. The Army is seeking to implement the Reserve Component Automation System for the Army National Guard and the Army Reserve. The Naval Reserve is using the Reserve Standard Training Administration and Readiness Support System and is working with the Active Navy to design and develop a system capable of supporting all Active, Reserve, and Retired personnel and pay requirements. The Marine Corps developed a consolidated system called the Marine Corps Total Force System which will support Active, Reserve, and Retired Marine personnel and pay requirements. The Air National Guard and the Air Force Reserve personnel management systems are totally integrated with the Air Force. The Coast Guard Reserve personnel system was integrated with

the Active component in 1988 and should provide a fully merged pay and personnel system by Fiscal Year 1995. Each Service is working together with the DoD Corporate Information Management initiative to ensure standardization of personnel data elements.

There are several Department of Defense efforts that pertain to quality of life issues. The passage of the *Uniformed Services Employment and Reemployment Rights Act* will improve employment and reemployment rights for veterans and Reservists. Similarly, the National Committee for Employer Support of the Guard and Reserve continues to promote cooperation and understanding between Reserve component members and their civilian employers. Family support programs differ among the Reserve components; however, each Service places the importance of family contributions as the common core of its programs.

### Training and Readiness

Mission readiness is the Department's approach to ensure that resources are allocated appropriately. It assures that each Reserve component unit is resourced to execute its mission and only early deploying units need to be fully ready immediately. The Reserve component's portion of this role is smaller and consequently the Reserve component units that actually receive full resource funding become smaller. The mission readiness concept requires critical management of Reserve equipment, outstanding leadership, and professional competence to train Reservists.

Reduced defense spending and force reductions require a smarter use of Reserve components. The complex transition to a smaller force must be accomplished without adversely affecting readiness and quality of personnel. Building on the strengths of the Reserve components can minimize the risks associated with a smaller Total Force.

Reserve component mission readiness can improve with adequate resourcing of equipment, people, and training. Fiscal Year 1994 was a

low point for Reserve component equipment and personnel because of the significant reductions in those categories during Fiscal Year 1992 to Fiscal Year 1994.

Training remains essential for a capable, effective, and ready National Guard and Reserve force. Funding for training must have priority to ensure Reserve component individuals and units are fully trained and available in time of war or national emergency. Limited training time and decreasing budgets will force the Reserve components to increase their reliance on training devices, simulators, and computer technology as the primary tools in developing combat-ready forces. Cost-effective training to promote effective Reserve component integration into Total Force missions means increasing opportunities for joint training missions with the Active component and using all the tools available.

The quality of Reserve component training and training support will be impacted by reduced training budgets. Units will be constrained to accomplish more training close to home stations in an effort to meet requirements, which reduces the amount of time available for overseas hands-on work experience and exercise participation. Reduced training budgets will force prioritization of formal training opportunities and professional development initiatives.

The increased availability and access to interoperable, affordable, and high technology simulation enables the Reserve components to maximize limited inactive duty training and compressed exercises. Distance learning and other training delivery systems (including computer-assisted instruction, interactive courseware, simulators, and wargaming systems) minimize the cost of training while increasing the amount of hands-on training for unit and individual members. Training delivery systems maximize the benefits of training dollars and increase training time by enabling personnel to train at armories and Reserve centers instead of traveling to remote ranges and training areas.

There are cost-savings and training benefits associated with joint training. The Services should increase opportunities for Reserve components to participate at joint Service schools. Currently, most joint professional military education courses are geared for Active component personnel. A limited number of Reserve component spaces, training/travel funding shortfalls, and civilian employment responsibilities affect the historical low participation rates of Reservists at joint Service schools.

The Reserve components are responding to demands of ongoing operational contingencies and reductions in training budgets. The most recent operational mission which used the Presidential Selected Reserve Call-Up (PSRC) authority to activate Reserve components was Operations SUPPORT/UPHOLD DEMOCRACY, where Reserve component personnel were used with the U.S. Atlantic Command in Haiti. The Air Reserve components and Marine Corps Reserve supported Operations SUPPORT/UPHOLD DEMOCRACY with volunteers and did not use the PSRC authority. Other operational missions supported by Reserve forces are PROVIDE PROMISE, DENY FLIGHT, SHARP GUARD, PROVIDE COMFORT, SOUTHERN WATCH, SUPPORT HOPE, and Multinational Force and Observers in the Sinai.

Overseas deployment training provides effective training opportunities for Reserve component units and members. The planning necessary for a Reserve component unit to prepare and execute an overseas training mission closely parallels the planning required to mobilize and deploy. Overseas training opportunities strengthen wartime command relationships and provide the experience of operating in various theaters.

The Commander-in-Chief, U.S. Southern Command, has been a leader in the deliberate expansion of the overseas peacetime deployment training program, to include greater joint Service involvement. The highly successful U.S. Southern Command model

features rotation of Reserve component units in multiple increments, overlapping tours, and using full-time support personnel to accomplish specific long-duration tasks identified by the CINC. Also, the Commander-in-Chief, U.S. Southern Command, led in establishing initiatives to provide mutually supportive overseas deployment training opportunities for the Reserve components. These overseas training opportunities should be expanded and fully funded.

Accessing Reserve component personnel without their consent for any mission is a sensitive matter. Frequent and unexpected recalls have the potential to disrupt the lives of Reservists, their families, and their employers or customers. Volunteerism and limited Department call-up authority are ways to deal with these issues. A limited Department call-up authority would provide flexibility to meet pre-mobilization requirements and support immediate crisis response actions.

Changes in the law and policy would provide the Secretary of Defense necessary access to units and individual members of the Reserve components in peacetime. One of the major changes to Section 12304 (formerly Section 673b), Title 10, United States Code, extended the period of time Reservists can be ordered involuntarily to active duty from 180 to 270 days.

Reserve component readiness must be at the forefront of funding allocations. To achieve DoD's overall goal of a "force ready to fight for the future" requires the continual commitment to training and readiness resources for all Reserve components.

## Equipment

Department of Defense Directive 1225.6, *Equipping the Reserve Forces*, contains the Department of Defense policy of "first to deploy/employ, first to be equipped." This policy gives equipping priority to early-deploying units, regardless of component.

Overall equipment on-hand percentages have risen slowly for most of the Reserve components over recent years and are projected to continue rising. While procurement of new items will continue to slow in conjunction with the declining procurement budgets, equipment available through redistribution will continue to increase as the size of the Active components decreases and missions are transferred to the Reserve components.

Reserve components obtain much of their equipment from their supporting Service either as initial procurement items or as a product of redistribution. Additionally, Congress augmented Reserve component acquisitions with funding specifically designated for the Reserve components which is identified as National Guard and Reserve Equipment Appropriations.

New acquisitions of modern equipment continue to enhance Reserve component readiness and availability, reducing costs for repair and stocked parts for older equipment. Receiving Active component in-use equipment enhances the training of operators and maintenance personnel in the Reserve component, which significantly increases readiness.

Modernization is crucial for the Reserve components to function effectively. Modernization has held steady over the last few years even though procurement of new modern equipment declined. Steady modernization is the result of the increased displacement of modern equipment from downsized Active component units. Conversions continue to be accomplished throughout the Reserve components and are forecasted to extend well into the future.

Modifications to existing systems are necessary to increase survivability, mission capability, reliability, maintainability, interoperability, and safety. These requirements are normally funded in both the Active and Reserve components through offsets in existing programs. Due to declining budgets, the Reserve components had difficulty in securing

sufficient funding for the equipment modification program. Although obsolete and incompatible equipment is still maintained within the Reserve component inventory, increased modernization, modification, and conversion programs are minimizing its negative effect on readiness. The Reserve components are progressively becoming more compatible and interoperable with Active component counterparts.

Logistics automation management systems are being supported throughout the Total Force. With a goal to provide increased capability and interoperability, current accomplishments and ongoing efforts are making significant progress in improving efficiency of operations and the effective exchange of automated information between all levels of command.

Depot maintenance backlogs show an upward trend in the Reserve components. Overall, collective unfunded depot maintenance requirements grew from \$48.7 million in Fiscal Year 1993 to \$239 million in Fiscal Year 1995. With increasing backlogs and fewer full-time technicians to assist in organizational maintenance, Reserve components are using a variety of initiatives and preventive methods to offset the negative impacts on readiness. Without significant assistance in the maintenance area, depot and organizational maintenance backlogs are projected into the foreseeable future.

The Reserve components are participating in numerous programs which enhance the overall readiness and posture of the Total Force. The RETROEUR and Prepositioning programs are examples of leveraging the Reserve components skills and training to reduce a Total Force problem.

## **Facilities**

Reserve components have responsibility for operating and maintaining an increasing number of facilities. Joint use facilities tend to improve the overall affordability of the organizations that

use them. However, major concerns for Reserve components are the adequacy of facilities and the initial support funding for transferred facilities. With new missions and increasing numbers of facilities being transferred to the Reserve components, the funding shortfall is increasing. Often facilities must be modified due to reallocation of units and transfer of missions. As a minimum, base operations must be funded until the gaining unit can put the funding requirements for the gained facility into the resource planning cycle.

Military construction continues to receive Congressional increases. In Fiscal Years 1989 through 1994, Congressional increases amounted to \$2.2 billion, increasing the total appropriation to \$4.5 billion for Reserve component facilities. Most of the additional appropriations supported improved readiness and mobilization capability for the Reserve components. Even with the substantial Congressional add-ons, the construction backlog, currently at \$7.3 billion, continues to grow.

The size, complexity, diversity, and condition of the physical plant, coupled with the impact of significant changes in force structure and mission, require the Reserve components to have a comprehensive, balanced facility investment strategy. A combination of renovation, replacement, additions, and leasing is required for the Reserve components to improve readiness. Actions such as joint use of facilities and the establishment of Reserve enclaves at closing Active installations have proven to be effective consolidation measures which also enhance the Department of Defense's investment strategy.

The 1995 Base Realignment and Closure Commission will consider further base closure recommendations from the Secretary of Defense. The base closure process now includes policies at both the Service and the Secretary of Defense levels that assure adequate consideration of the impact on adjacent and tenant Reserve component units. In some cases, base closures can provide expanded opportunities for consolidation and joint use; however, Reserve component units will have

difficulty in attaining the required training readiness levels without access to adequate local training areas.

## Environmental Programs

Environmental concerns and challenges continue to be a priority of the Department of Defense, with legal and regulatory requirements continuing to have a growing impact on the entire defense community. Violations of Federal, state, or local environmental laws are resulting in both civil and criminal penalties within the Reserve components. Commanders are being held accountable for knowing the laws, training their subordinates, and assuring that all environmental requirements are met.

Funding for environmental clean-up of waste at Federal facilities has more than tripled in the last few years. Reserve components have identified environmental compliance, pollution prevention, and education as major goals, followed closely by environmental remediation and restoration. A major challenge remains in the training and retention of skilled environmental professionals to ensure compliance with the ever-increasing number of Federal, state, and local environmental laws and regulations.


Funding shortfalls exist throughout the Reserve components. A backlog of sites requiring remediation will further inhibit efforts in compliance and pollution prevention, and impacts both operations and training funding when violations occur.

Each of the Reserve components established its own environmental management system. Though the systems differ, each capitalizes on its own organizational structure and strengths. A common shortage throughout the Reserve components is an inadequate number of training professionals available to assist all commands within the components and a difficulty in retaining these training professionals for extended periods of time.

The Reserve components are actively pursuing programs to minimize hazardous waste material generation, to recycle materials, and to prevent further pollution. They continue to have numerous successes and receive significant support from the Congress and the Active components in their pursuit of cost effective alternatives.

## Board Activities

Appendix B summarizes the activities of the quarterly Board meetings for Fiscal Year 1994. Significant issues, with recommendations, that were deliberated by the Board are listed in this section of the report. Three topical issues representing extensive and ongoing work by the Board are discussed in general terms:

- Vision of the Reserve Components.
- Peacetime Use of Reserve Component Intelligence Elements.
- Increased Use of Reserve Components in Total Force Missions. 



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# Preface

## Purpose of Report

**T**o fulfill its charter, the Board is composed of members of the Reserve components, representatives from the Active components, and secretariat appointees who have responsibility for National Guard and Reserve matters.

The Board considers issues from many sources including: the Congress; the Office of the Secretary of Defense; the Military Services; Service committees, councils, and boards; theater commanders; and individual National Guard and Reserve members. The Board establishes and maintains communications with public and private individuals and agencies outside the Department of Defense, as necessary, to accomplish its mission.

The law requires "an annual report from the Reserve Forces Policy Board on the Reserve programs of the Department of Defense . . ." (10 USC 113(c)(3)). The report is submitted annually, by the Secretary of Defense, to the President and the Congress. It includes the Coast Guard Reserve, which is in the Department of Transportation during peacetime. The report contains recommendations for changes to policies, procedures, or laws which affect the Reserve components.

## Organization of the Report

This report is divided into seven chapters: Composition and Force Structure; Missions and Operations Other Than War; Personnel; Training and Readiness; Equipment; Facilities; and Environmental Programs. A summary of the Board activities for Fiscal Year 1994, with

recommendations, is provided in Appendix B. Reserve component Command and Control diagrams are provided in Appendix C. A list of contacts for detailed information on various DoD programs is available in Appendix D.

All data contained in this report is as of September 30, 1994, unless otherwise indicated. Certain policy and legislative changes have been enacted since September 30, 1994. In those cases where this information was available prior to press time, changes have been noted.

## History of the Reserve Forces Policy Board

In 1992, the Reserve Forces Policy Board commemorated its 40th anniversary. Tracing its origin back to President Truman's Executive Order 10007 of October 15, 1947, the Board first operated as the Committee on Civilian Components. The Committee became the Civilian Component Board in 1949, and acted as an administrative body within the Department of Defense.

On July 9, 1952, Congress passed the *Armed Forces Act of 1952*. This Act established the Reserve Forces Policy Board to serve as "the principal policy adviser to the Secretary of Defense on matters relating to the Reserve components." The *Reserve Officer Personnel Act in 1954* and the *Reserve Bill of Rights and Revitalization Act in 1967*, underscored the Board's role and expanded its authority, responsibility, and membership.

The United States is unique among world military powers by providing, in the Board, a mechanism for the seven Reserve components to participate in the formulation of major policies affecting the role of their forces in the national defense. The Board's statutory authority and independence make this participation effective.

The Board continues to operate as part of the Secretary of Defense's team, and is a means by which the Secretary brings into consultation the entire range of Active and Reserve component expertise.

Individuals who have served as chairmen and military executives on the Board, from its inception to the present, are:

### **Chairmen**

Charles H. Buford  
Inception - March 1953

Arthur S. Adams  
March 1953 - September 1955

Milton G. Baker  
September 1955 - September 1957

John Slezak  
October 1957 - September 1977

Louis J. Conti  
October 1977 - September 1985

Will Hill Tankersley  
October 1985 - October 1989

John O. Marsh, Jr.  
November 1989 - October 1994

Terrence M. O'Connell  
November 1994 - Present

### **Military Executives**

RADM Irving M. McQuiston, USNR  
Inception - June 1959

MG Ralph A. Palladino, USAR  
July 1959 - December 1968

Maj Gen John S. Patton, USAFR  
January 1969 - January 1973

RADM John B. Johnson, USNR  
January 1973 - January 1975

MG W. Stanford Smith, USAR  
January 1975 - April 1979

Maj Gen Joseph D. Zink, ANGUS  
May 1979 - June 1983

LTG LaVern E. Weber, ARNGUS  
June 1983 - June 1984

MG James D. Delk, ARNGUS  
September 1984 - August 1986


MG William R. Berkman, USAR  
August 1986 - July 1992

MG William A. Navas, Jr., ARNGUS  
August 1992 - Present

### **Comments and Additional Copies**

The Board appreciates the helpful comments and recommendations that have followed previous reports. A limited number of copies of this report are available for official distribution. Comments and requests for additional copies should be addressed to:

**Reserve Forces Policy Board  
Office of the Secretary of Defense  
7300 Defense Pentagon  
Washington DC 20301-7300**

**(703) 697-4486 (Commercial)  
227-4486 (DSN)  
(703) 614-0504 (Fax) **

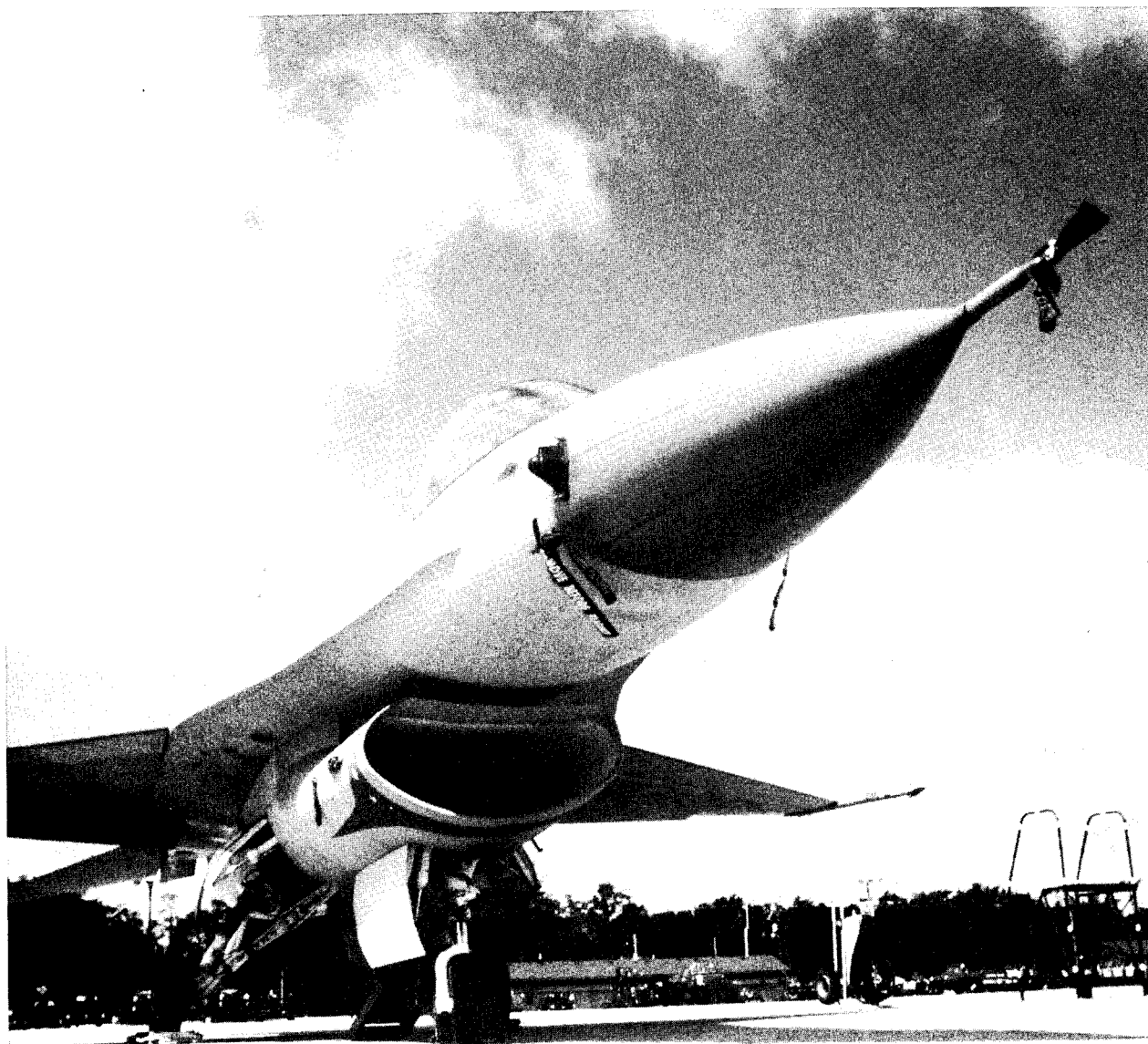
# *Composition and Force Structure*

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1

*"We are different today than we were yesterday, and we  
will be different still tomorrow as we move into the  
next phase of our journey into the 21st century."*

*General Gordon Sullivan,  
Chief of Staff, U. S. Army*



## Total Force Policy

**T**he Department of Defense (DoD) defines Total Force as, "The totality of organizations, units, and manpower that comprise the Defense Department's resources for meeting the national military strategy. It includes the manpower resources comprising Active and Reserve military personnel, civilian personnel, contractor staff, and host-nation support personnel."

The Total Force Policy integrates and strengthens both the Active and Reserve components. The Reserve components are now full partners with the Active components in implementing the Total Force Policy and are integrated into virtually all theater operational plans. Most operational missions cannot be successfully conducted or sustained without using the Reserve components.

Since implementing the Total Force Policy, Reserve components have achieved their highest levels of capability and readiness. Their readiness was instrumental in the Reserve components' ability to successfully respond to military aggression in the Persian Gulf, domestic crises (such as hurricanes, earthquakes, and floods), and numerous humanitarian and peacekeeping missions.

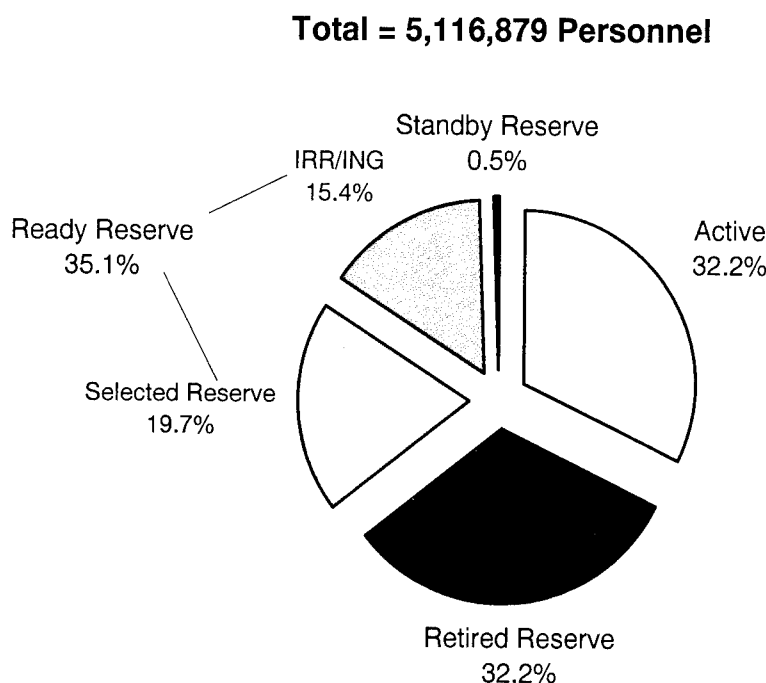
## Total Military Mobilization Manpower

Chart 1-1 provides the percentages of military personnel, by category, who are available for mobilization.

### Composition of the Reserve Components

There are seven Reserve components: the Army National Guard, Army Reserve, Naval Reserve, Marine Corps Reserve, Air National Guard, Air Force Reserve, and Coast Guard Reserve.

**Chart 1-1**  
**TOTAL MILITARY MOBILIZATION MANPOWER**



Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1994.



Within the Reserve components, personnel serve in one of three manpower/management categories: the Ready Reserve, the Standby Reserve, or the Retired Reserve. National Guard members are in the Ready Reserve.

### **Ready Reserve**

The Ready Reserve consists of the Selected Reserve, the Individual Ready Reserve (IRR), and the Inactive National Guard (ING). Personnel are organized in units or train as individuals. All are subject to recall in time of war or national emergency.

The Selected Reserve personnel may be assigned to units, full-time support (FTS) positions, or Individual Mobilization Augmentees (IMA) positions.

Selected Reserve units may be either operational or augmentation units. Operational units train and deploy as units. Augmentation units train as units in peacetime, but are absorbed into Active units upon mobilization. Selected Reserve units are manned by drilling members of the Reserve components and supported by FTS personnel.

Selected Reservists who have not completed initial training may be mobilized, but cannot be deployed outside the United States until completing minimum training requirements.

The President may involuntarily order members of the Selected Reserve to active duty for any operational mission through the call-up authority prescribed in Title 10, United States Code. Members of the Coast Guard Reserve may be ordered to active duty by the Secretary of Transportation for up to 30 days in a four-month period and 60 days in a two-year period. Absent at least the Presidential Selected Reserve Call-Up authority or mobilization, the Services are dependent upon volunteers from the National Guard and Reserve to meet the short-term operational needs of the Active components.

Individual Ready Reserve and Inactive National Guard members are trained individuals who previously served in the Active component or Selected Reserve. Individual Ready Reserve and Inactive National Guard members usually have a remaining military service obligation. They are liable for mobilization and limited involuntary active duty for training. They may complete military education courses for retirement points and may volunteer to return to active duty status to participate in annual training for pay.

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## ***The Standby Reserve consists of personnel...who are not required to train and are not assigned to units.***

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Table 1-1 shows the composition of the Ready Reserve.

### **Standby Reserve**

The Standby Reserve consists of personnel, such as key Federal employees, who are not required to train and are not assigned to units. These individuals could be mobilized to fill specific manpower needs.

### **Retired Reserve**

The Retired Reserve consists of

- Reserve component personnel receiving retired pay resulting from full-time and/or part-time Reserve service; and
- Reserve component personnel who are otherwise eligible for retired pay, but have not reached age 60, have not elected discharge, and have been transferred to the Retired Reserve.

**Table 1-1**  
**COMPOSITION OF THE READY RESERVE**

Ready Reserve 1,795,811			
Selected Reserve 1,005,527			
Units & Full-Time Support 978,178			
Units <sup>1</sup> (Paid Drill Strength Only) 910,558	Full-Time Support <sup>2,3</sup> 67,620		
		Individual Mobilization Augmentees 27,349	Individual Ready Reserve Inactive National Guard 790,284

Notes:

1. Includes training pipeline.
2. Excludes civilians.
3. Includes only those Military Technicians with dual status.

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.  
Data as of September 30, 1994.

All retired members who have completed at least 20 years of active Federal service, Regular or Reserve, regardless of the retired list to which they are assigned, may be ordered to active duty by the Secretary of the appropriate Military Department (under regulations prescribed by the Secretary of Defense) in accordance with Section 688, Title 10, United States Code.

Table 1-2 shows the percentage, by Service, of the contributions of the Active and Reserve components to the total military force.

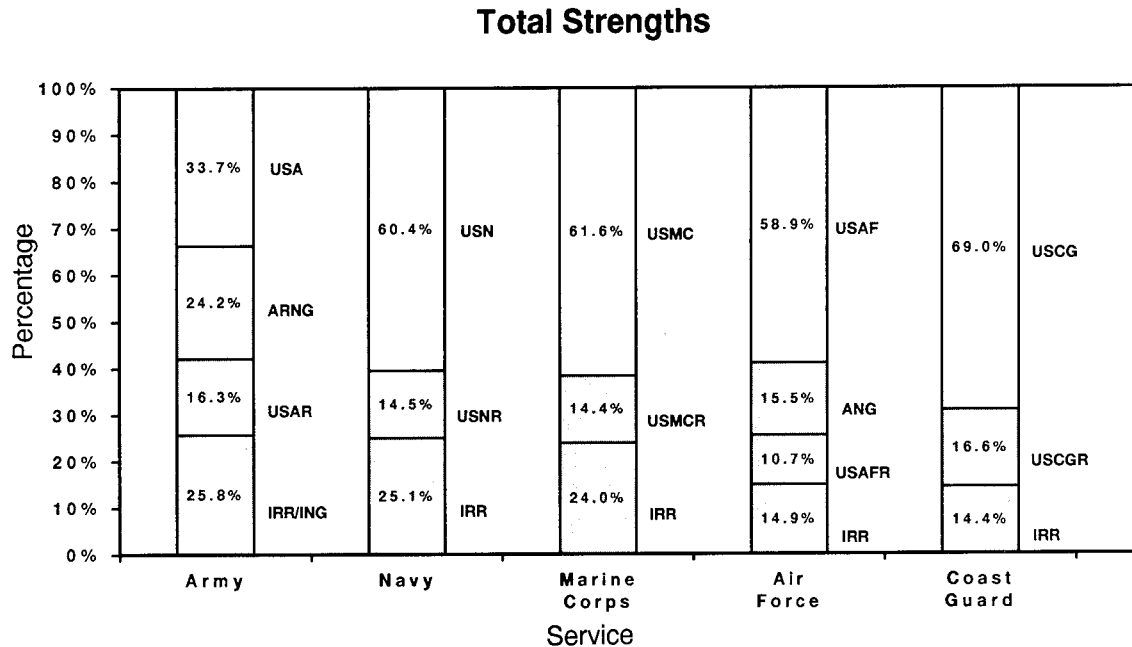
### Use of the Reserve Components

In the past, potential threats to the United States and its interests were the primary factors in shaping force structure decisions. Shaping structure on perceived threats alone may not

always be prudent. Structure decisions should include capability, assuring that sufficient forces are available regardless of threat. Using capabilities as the driving factor in the determination of force structure is promoted by the Joint Chiefs of Staff. By deriving a force based on capabilities, military forces can effectively deal with domestic crises as well as traditional roles, allowing for an appropriate response across the entire continuum of military operations.

The Reserve components routinely accomplish a wide variety of training and operational missions worldwide. Such employment enhances the readiness of the Reserve components and prepares Reserve component personnel to deploy and perform missions as part of the power projection force.

**Table 1-2**  
**CONTRIBUTORS IN THE TOTAL MILITARY FORCE**



Note: Excludes civilian employees.

Sources: Assistant Secretary of Defense for Reserve Affairs and the Coast Guard Reserve.

Data as of September 30, 1994.

### Resourcing the Reserve Components

The Reserve components provide a cost-effective means for augmenting Active components and maintaining important capabilities in the Total Force. The citizen-soldier provides a low-cost deterrent to conflict, an immediate response capability to domestic crises, and a critical surge mobilization capability. The Reserve components repeatedly demonstrate that they can accept additional functions when adequately resourced. Chart 1-2 reflects the DoD total obligation authority for the Active and Reserve components; Chart 1-3 reflects the DoD obligation authority by Reserve components.

Reserve components are funded by four separate budget appropriations: personnel,

operation and maintenance, military construction, and equipment procurement funds. Service procurement funding has been supplemented by Congressional appropriations each year since 1982.

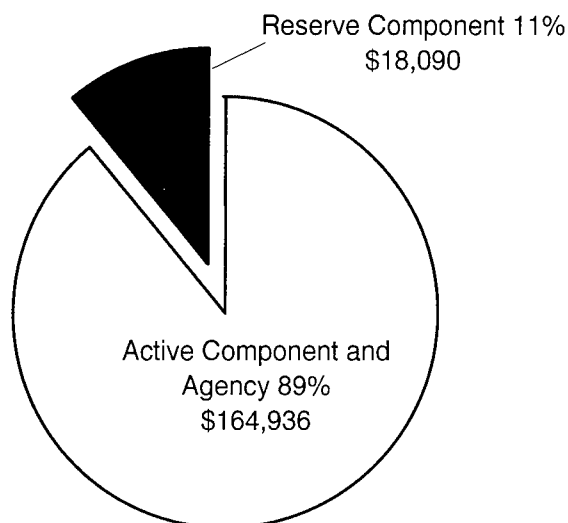
In Fiscal Year 1994, the Army National Guard and the Army Reserve experienced a shortfall in operation and maintenance funding, logistics support, air operating tempo, and school travel funds.

The increasing worldwide commitments in Fiscal Year 1994 resulted in difficulty for the Naval Reserve to reduce end strength. This, coupled with increasing costs, resulted in insufficient initial funding for Fiscal Year 1994 and the requirement for a reprogramming of

---

**Chart 1-2**  
**DoD TOTAL OBLIGATION AUTHORITY<sup>1</sup>**  
**(Dollars in Millions)**

---



**Note:**

1. Percentages and dollars represent operation and maintenance (O&M) and military personnel (MILPERS) accounts.

Source: DoD Comptroller.

Data as of September 30, 1994.

funds. However, the Marine Corps Reserve had a shortfall of \$2.8 million in Fiscal Year 1994, as a result of Defense Finance and Accounting Service fees and simulator procurement.

The Air National Guard incurred some unforeseen, unbudgeted costs associated with converting units to new weapons systems, requiring a reallocation of funds from other programs. Programs such as depot maintenance were either canceled, partially funded, or deferred until the following year. Unit conversion costs in Fiscal Year 1994, as well as the impact expected by units programmed for conversion during Fiscal Year 1995, forced modifications to aircraft, facility maintenance, and repair programs. Combat readiness and quality of life standards will be severely impaired if there is continued insufficient funding to fully support aircraft conversion and modernization efforts.

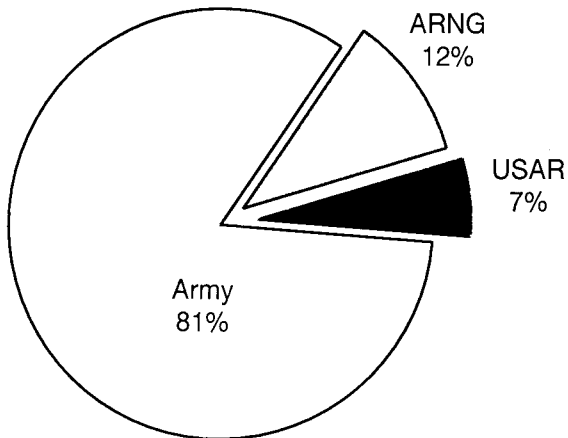
The Air Force Reserve experienced unbudgeted costs from unit conversions, base realignment and closure actions, and work-year increases. To live within available funding, the Air Force Reserve implemented numerous freezes and restrictions to requirements such as travel, supplies, and depot maintenance, and reduced flying hours by approximately 7 percent. Additional unit conversions and base realignment transfers programmed during Fiscal Year 1994 will again force restrictive management actions to requirements such as aircraft repair, facility maintenance, and flying hours.

The Coast Guard Reserve operations and maintenance authorization was adequate due to end strength reductions.

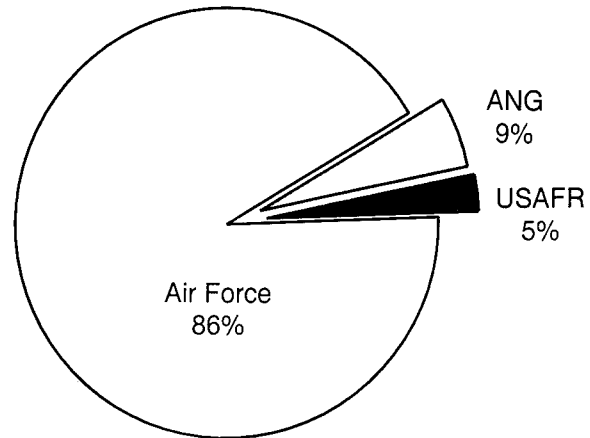
Table 1-3 displays Reserve component appropriations for Fiscal Years 1992 through 1995.

**Chart 1-3**  
**TOTAL OBLIGATION AUTHORITY<sup>1</sup>**  
**(Military Departments)**

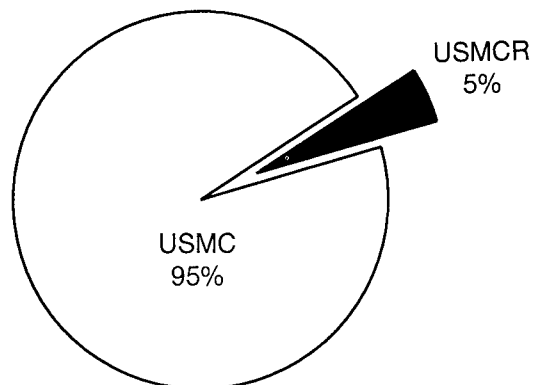
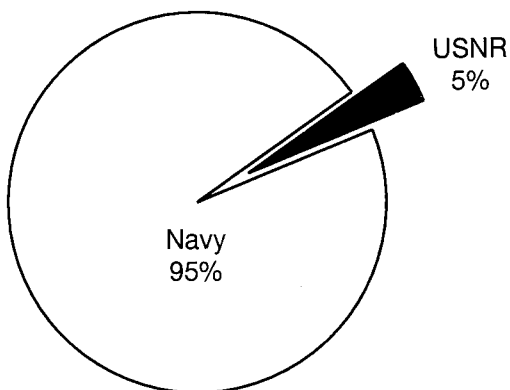
**DEPARTMENT OF THE ARMY**



**DEPARTMENT OF THE AIR FORCE**



**DEPARTMENT OF THE NAVY**



**Note:**

1. Percentages represent operation and maintenance (O&M) and military personnel accounts.

Source: DoD Comptroller

Data as of September 30, 1994

**Table 1-3**  
**RESERVE COMPONENT APPROPRIATIONS**  
**(Dollars in Millions)**

<u>Component</u>	<u>FY92</u>	<u>FY93</u>	<u>FY94<sup>4</sup></u>	<u>FY95<sup>4</sup></u>
<b>Army National Guard</b>				
Personnel	3,388.6	3,364.4	3,346.3	3,339.5
Operation and Maintenance	2,211.7	2,309.7	2,228.7	2,427.5
Military Construction	232.0	215.0	302.7	187.5
Procurement <sup>1</sup>	970.4	1,085.2	1,172.8	704.9
<b>Army Reserve</b>				
Personnel	2,314.2	2,182.2	2,146.8	2,161.9
Operation and Maintenance	1,017.9	1,037.2	1,072.7	1,240.2
Military Construction	108.9	42.2	102.0	57.2
Procurement <sup>1</sup>	103.7	32.2	550.3	264.0
<b>Naval Reserve</b>				
Personnel	1,707.4	1,655.8	1,591.4	1,406.4
Operation and Maintenance	871.8	864.3	757.3	837.7
Military Construction	49.0	15.4	25.0	22.7
Procurement <sup>1</sup>	531.1	266.3	209.5	109.6
<b>Marine Corps Reserve</b>				
Personnel	345.0	340.3	344.1	348.7
Operation and Maintenance	92.8	79.6	91.2	81.9
Military Construction <sup>2</sup>	N/A	N/A	N/A	N/A
Procurement <sup>1</sup>	158.0	205.0	150.5	64.7
<b>Air National Guard</b>				
Personnel	1,179.6	1,210.8	1,249.1	1,233.4
Operation and Maintenance	2,364.8	2,562.3	2,665.3	2,772.9
Military Construction	217.3	287.6	247.5	248.6
Procurement <sup>1</sup>	1,059.9	932.3	596.2	312.0
<b>Air Force Reserve</b>				
Personnel	721.6	715.4	785.8	768.8
Operation and Maintenance	1,154.7	1,241.8	1,357.7	1,471.5
Military Construction	9.7	29.9	74.5	57.0
Procurement <sup>1</sup>	513.8	179.4	338.0	120.4
<b>Coast Guard Reserve</b>				
Personnel	67.0	65.0	56.2	56.0
Operation and Maintenance	8.0	8.0	7.8	8.0
Military Construction <sup>3</sup>	N/A	N/A	N/A	N/A
Procurement <sup>3</sup>	N/A	N/A	N/A	N/A
<b>Totals</b>				
Personnel	9,723.4	9,533.9	9,519.7	9,314.7
Operation and Maintenance	7,721.7	8,102.9	8,180.7	8,839.7
Military Construction	616.9	590.1	751.7	573.0
Procurement <sup>1</sup>	3,336.9	2,700.4	3,017.3	1,575.6

**Notes:**

1. Procurement includes amounts budgeted by the Services and NGREA funds.
2. Marine Corps Reserve figures are included in Naval Reserve Military Construction.
3. Coast Guard Reserve has no separate appropriations for Military Construction or Procurement.
4. Fiscal Year 1994 Actual as reported by appropriate sponsors. Fiscal Year 1995 appropriated amounts.

Source: DoD Comptroller and the Coast Guard..

Data as of September 30, 1994. (Procurement data as of February 6, 1995).



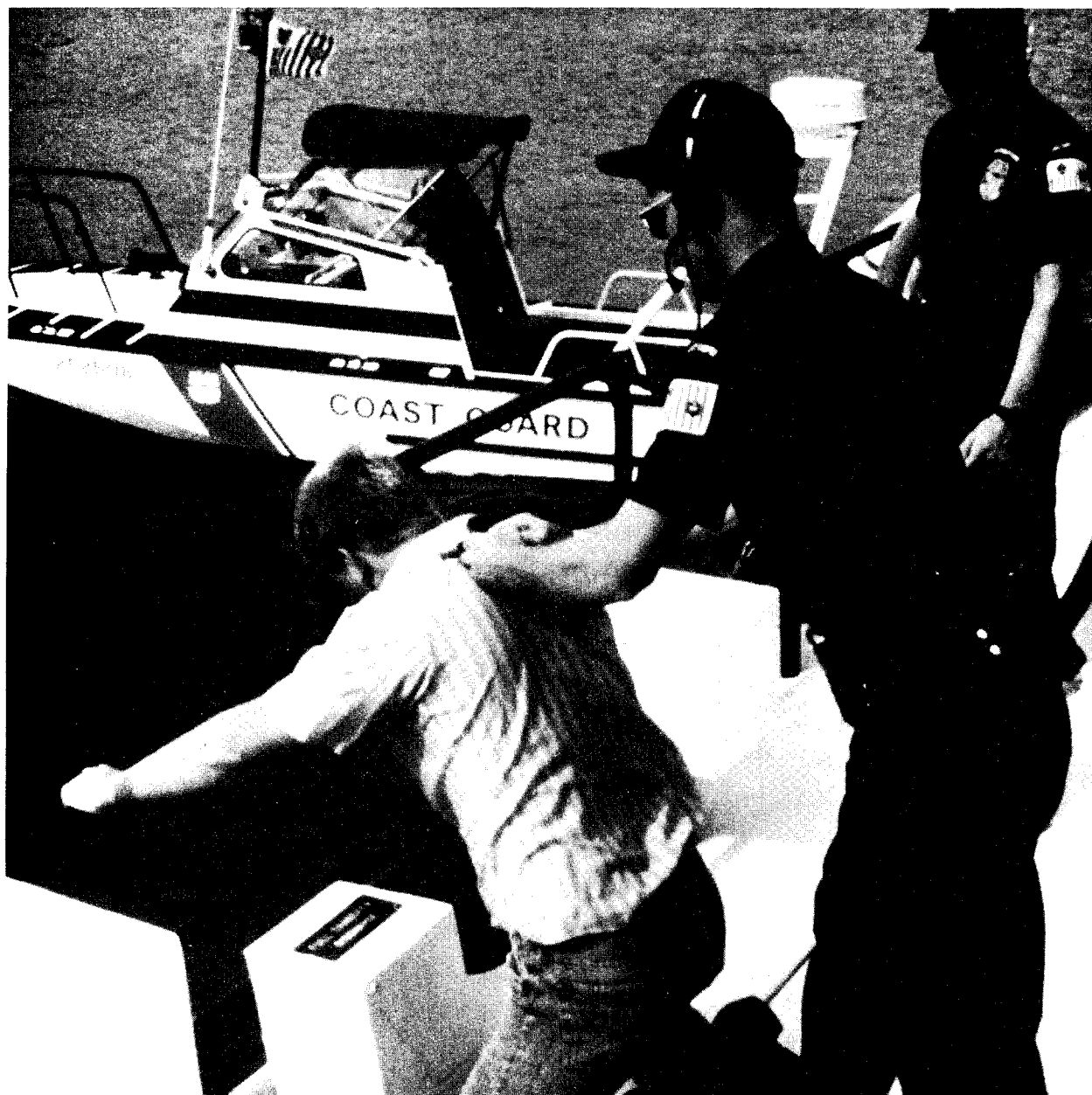
# *Missions and Operations Other Than War*

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## 2

*"We need to shift away from the cold war stance of having the active duty do the operational missions and have the Reserves just do training."*

*Vice Admiral David Frost  
Deputy Commander-in-Chief, USSPACECOM*



## Introduction

**T**he Total Force Policy continues to serve the Nation well, during wartime operations, as well as, ongoing operational, drug interdiction, peacekeeping, and humanitarian missions.

The Reserve components provide well trained and equipped units and individuals for active duty in time of war, national emergency, or at such other times as the national security requires. In addition to their Federal mission, National Guard units have state missions to protect life and property, and to preserve peace, order, and public safety.

Greater reliance is being placed on the Reserve components, as typified by the inclusion of Reserve component units into warfighting contingency plans and peacetime operations. The recent use of the Presidential call-up authority in support of wartime operations, as well as employment of Reserve component personnel in numerous humanitarian, peacekeeping, drug interdiction, and domestic crises clearly demonstrates the need for Reserve components to maintain the capability to serve when required, anywhere in the world.

## Total Force Structure

The Reserve components are an integral part of the Total Force.

- Army National Guard and Army Reserve units provide essential combat, combat support, and combat service support units to the Total Army.
- Naval Reserve units are an integral part of most mission areas of the Navy, including fleet logistics; maritime patrol, carrier and helicopter wings; mobile construction forces; intelligence units; surface combatants; maintenance facilities; operational and administrative staffs; and medical support units.

- Marine Corps Reserve includes a division, air wing, and a force service support group. These forces provide combat, combat support, and combat service support.
- The Air National Guard and Air Force Reserve perform a broad range of combat and combat support missions, including counterair, interdiction, close air support, reconnaissance, strategic airlift, tactical airlift, aerial refueling, aeromedical evacuation, aerospace rescue and recovery, and special operations. For the first time, the Air Reserve components are performing the conventional bomber mission.
- The Coast Guard Reserve augments the Coast Guard in all mission areas and provides specialized port security elements and pollution response strike teams.

## Army National Guard and Army Reserve

The Army relies heavily on the Army National Guard and Army Reserve. Over half of the Army force structure is in the Reserve components, including forces in each of the strategic force packages. The Army National Guard had a Fiscal Year 1994 authorized force structure of 410,000, down 12,725 positions. The Army Reserve has an authorized strength of 260,000 positions in the Selected Reserve, 412,235 members in the Individual Ready Reserve, and an additional 557,247 members in the Retired Reserve.

Since 1991, the Army has restructured to meet the national military strategy needs of the post-Cold War. The Army has reshaped and resourced within fiscal constraints, while addressing warfighting and domestic mission requirements. The Fiscal Year 1994 Army Reserve component inactivation plan is indicative of the continuing downsizing of the Army structure. As the Secretary of Defense and Joint Staff determine requirements for the combat structure needed to support the National Military Strategy, Headquarters, Department of the Army, develops the doctrinally required supporting force and



assigns force structure based on a risk assessment and component capability. The current Total Army Analysis 2003 will be completed in the summer of 1995.

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## *Over half the Army force structure is in the Reserve components...*

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The Army will maintain eight National Guard combat divisions ( four heavy, three medium, one light), 15 enhanced readiness brigades, two strategic reserve brigades, and one scout group in the Army National Guard. The Army National Guard enhanced brigades are the principal Reserve component ground combat maneuver forces of the United States Army. Their primary Federal peacetime function is to sustain the level of readiness for the Nation's strategic hedge against the potential of adverse conditions in an environment where two major regional conflicts (MRC) may exist. They may reinforce, augment, or provide rotational basis backfill for Active component units as required by the theater commander to which they are assigned. To ensure flexibility, the Army structured seven of the enhanced brigades in a heavy configuration, seven in a light configuration, and one as an armored cavalry regiment. In addition, Army National Guard combat forces are also needed for the following missions:

- **Extended Crises.** Where a large scale deployment requires forces to remain in place for extended periods, the Army National Guard can provide the basis for troop rotation.
- **Peace Operations.** Protracted commitments to peace operations could lower the overall readiness of active forces. To avoid decreased readiness, the Army National Guard along with Reserve forces, must be prepared to

share the burden of conducting these operations.

- **Deterrent Hedge.** The Army National Guard divisions provide the base for an expanded force which serves as a deterrent to potential adversaries.
- **Domestic Missions.** A substantial reserve must be available during both peace and war to support civil authorities in response to domestic requirements.

The Bottom-Up Review (BUR) established an Army Reserve component end strength of 575,000 for Fiscal Year 1999. That end strength was discussed during an Active component and Reserve component Off-Site meeting in October 1993. The Off-Site recommendations to the senior Army leadership were to

- allocate the end strength of 575,000 between the Army National Guard (367,000) and the Army Reserve (208,000), and
- eliminate duplication.

The realignment of force structure into the core competencies of the Army National Guard and the Army Reserve involves combat, combat support, and combat service support functions, and includes

- utility rotary wing aviation (4,400 positions) transferred from the Army Reserve to the Army National Guard, and
- 2,300 military police and 5,500 engineer positions retained in the Army National Guard.

This realignment of functions was the Army's effort to make smarter use of the Reserve components by focusing their mission and structure to leverage traditional strengths. The consequent exchange of force structure, or "swap," is an exchange of approximately 10,000

positions from each component. The "migration" refers to 4,400 positions of aviation structure moving from the Army Reserve to the Army National Guard.

The Army National Guard will benefit from the realignment by becoming a smaller, more balanced combat, combat support, and combat service support force. That balanced force will give the Army National Guard the ability to support the warfighting and to respond to domestic emergencies.

The Army Reserve will benefit from the change by receiving 58 Contingency Force Pool units from the Army National Guard, along with an increase in combat service support structure. The Army Reserve will keep two modernized AH-64 battalions, three CH-47 companies, and all fixed wing assets.

Significant force structure changes are programmed for the Army National Guard and

Army Reserve over the next five years. In Fiscal Year 1994, the Army National Guard lost approximately 12,725 personnel positions. In Fiscal Year 1994, the Army Reserve net decrease was 26,300, and 145 units/15,959 positions were converted. By Fiscal Year 1996, Army Reserve end strength will reduce from 279,600 to 230,000.

Army Reserve readiness is being degraded by the short reaction time to execute force structure reductions. The largest single impact is the Congressional freeze on medical inactivations. The freeze has caused the unprogrammed retention of 136 medical units, necessitating the early inactivation of over 5,000 positions in medical units previously scheduled for inactivation in Fiscal Year 1995 and beyond.

Army National Guard and Army Reserve contributions to the Army are reflected in Table 2-1.



**Table 2-1**  
**ARMY NATIONAL GUARD AND ARMY RESERVE**  
**CONTRIBUTIONS TO THE ARMY**

<u>Unit Type</u>	<u>Army National Guard Number Units</u>	<u>Army Reserve Number Units</u>	<u>Combined Percent of Total Army</u>
Training Divisions	0	9	100%
Chemical Brigades	1	3	100%
Water Supply Battalions	2	3	100%
Enemy Prisoner of War Brigades	0	1	100%
Judge Advocate General Units	4	155	100%
Public Affairs Units	48	28	100%
Theater Defense Brigades	3	0	100%
Roundout/Roundup Brigades	7	0	100%
Civil Affairs Units	0	37	97%
Petroleum Support Battalions	6	6	86%
Medical Brigades	3	10	86%
Chemical Battalions	2	8	77%
Training Brigades	0	3	83%
Motor Battalions	6	11	77%
Maintenance Battalions	11	5	73%
Engineer Battalions (Combat Heavy)	14	15	76%
Psychological Operations Units	0	33	75%
Hospitals	24	47	85%
Medical Groups	3	9	71%
Separate Brigades	9	1	67%
Petroleum Groups	0	1	67%
Corps Support Groups	4	5	58%
Field Artillery Battalions	88	7	62%
Engineer Battalions (Combat)	39	10	63%
Terminal Battalions	0	4	57%
Military Police Battalions	12	19	72%
Military Police Brigades	3	2	56%
Medium Helicopter Battalions	3	2	55%
Infantry Divisions	2	0	50%
Corps Support Commands	1	1	50%
Light Infantry Divisions	1	0	33%
Area Support Groups	9	3	44%
Attack Helicopter Battalions	21	3	48%
Aviation Brigades	10	6	43%
Special Forces Groups	2	0	22%
Ordnance Battalions	0	5	42%
Armor Divisions	1	0	33%
Theater Army Area Commands	0	2	40%
Signal Battalions	30	5	40%
Air Assault Battalions	2	5	39%
Infantry Divisions (Mech)	4	0	38%
Military Intelligence Battalions	7	13	37%
Armored Cavalry Regiments	1	0	33%
Air Defense Brigades	3	0	33%
Air Defense Battalions	22	0	48%
Engineer Battalions (Topographical)	1	0	25%

Sources: Army National Guard, Army Reserve, and Army (DAMO-FDF).  
 Data as of September 30, 1994.

## Naval Reserve

The Naval Reserve is organized into two general types of units:

- **Commissioned Units:** Reserve units, with organic equipment, such as aircraft squadrons, cargo handling battalions, mobile inshore undersea warfare units, and mobile construction battalions. These units are tasked to deliver a complete operational entity to the operating force and are commanded by either Active or Reserve component officers, and staffed primarily by Selected Reserve personnel. Forty percent of Selected Reserve drilling personnel are assigned to commissioned units.
- **Augmentation Units:** Units that augment Active component units with trained personnel. Such units augment designated ships, the Military Sealift Command, special warfare commands, Marine expeditionary forces, security groups, intelligence staffs, communication and meteorological activities, medical and dental facilities, intermediate maintenance units, shore command, and

headquarters organizations. Their function allows for peak operations for an indefinite period of time. They also provide a surge capability, and sustain the high level of activity required to support deployed forces. Sixty percent of Selected Reserve drilling personnel serve in augmentation units.

Naval Reserve Force (NRF) ships are under the operational control of the Commanders-in-Chief, Atlantic or Pacific Fleet. Naval Reserve personnel train on NRF ships and craft providing approximately one-third of their mobilization personnel. Naval Reserve Force ships are staffed by Active component, Training and Administration of Reserve (TAR) program personnel, and Selected Reservists.

Naval Reserve reductions during Fiscal Year 1994 were caused primarily by Base Realignment and Closure (BRAC) activities. Three regional Naval Reserve Readiness Commands and 27 Naval Reserve centers or facilities closed. Authorized end strength of 113,400 was achieved.

Naval Reserve contributions to the Navy are reflected in Table 2-2.



**Table 2-2**  
**NAVAL RESERVE CONTRIBUTIONS TO THE NAVY**

<u>Unit Type</u>	<u>Number Units</u>	<u>Percent of Navy<sup>1</sup></u>
Mobile Inshore Undersea Warfare Units	28	100%
Logistics Support Squadrons	10	100%
Naval Embarked Advisory Teams (NEAT)	7	100%
Strike Rescue/Special Warfare Support Helicopter Squadrons	2	100%
Mobile Inshore Undersea Warfare Groups	2	100%
Fighter Composite Squadrons (U.S. Based)	2	100%
Heavy Logistics Support (C-130)	3	100%
Naval Control of Shipping (Military Personnel)	27	99%
Cargo Handling Battalions	15	93%
Military Sealift Command (Personnel)	38	85%
Mobile Construction Battalions	12	60%
Intelligence Program (Personnel)	3,513	53%
Mobile Diving & Salvage Units	14	60%
Special Boat Units	2	50%
Airborne Mine Countermeasures Squadrons	2	40%
Fleet Hospitals	6	50%
Frigates (FFG-7s)	16	40%
LAMPS MK-I Anti-Submarine Warfare Squadrons	2	13%
Naval Special Warfare Units	16	38%
Mobile Mine Assembly Groups (MOMAG)	11	26%
Explosive Ordnance Disposal Units	5	33%
Carrier Air Wings	1	9%
Maritime Patrol Squadrons	9	24%

Note:

1. Percentages determined by counting like-type units or personnel.

Source: Naval Reserve.

Data as of September 30, 1994.

### Marine Corps Reserve

The Marine Forces Selected Reserve units augment and reinforce Active component units. Selected Marine Corps Reserve units are not categorized as early or late deploying; all are considered "M-Day" assets. The Active and Reserve components are closely integrated

through horizontal fielding of equipment, weaponry, technology, and training. When task organized, there is no distinction between Active and Reserve component Marines.

The Marine Forces Reserve provides peacetime command, control, and resource allocation for the Marine Corps Reserve. It provides unity of

command in Marine Corps Reserve training, operations, and mobilization planning. Major components are the 4th Marine Division (Reinforced), the 4th Marine Aircraft Wing, the 4th Force Service Support Group, and the Marine Corps Reserve Support Command. Selected Reserve units are prepared to independently accomplish a variety of assignments or perform an assigned task with Active component units.

The decision making process used to identify specific Selected Marine Corps Reserve (SMCR) units or detachments to be relocated, redesigned, and /or reorganized was complex. There are four factors that effect the decision making process:

- The SMCR augments and reinforces the Active component.
- The SMCR site must be demographically capable of supporting the required structure or manning levels.
- The SMCR site must have adequate facilities and access to training areas that enhance and maintain operational readiness.

- Marine Corps Reserve consists of 305 separate SMCR units located at 191 separate sites. Of these 191 sites, the Marine Corps Reserve owns or leases 30. The Marine Corps Reserve is a tenant at the remaining 161 sites. Site closure decisions made by either the host command or the BRAC forces the relocation of some SMCR sites.

In the post-Operations DESERT SHIELD/STORM and Cold War period, the Total Force Marine Corps continues to reorganize, modernize, and integrate forces to meet the requirements of national security. The Bottom-Up Review and Defense Planning Guidance revalidated the critical roles of augmentation and reinforcement of the Marine Corps Reserve. In providing both of these capabilities, Congress authorized and fully funded a Marine Corps Reserve strength of 42,200. The Marine Corps Reserve will continue to focus on small unit integrity, integration, common training standards, and horizontal fielding of new equipment as keys to mobilization and combat readiness.

Marine Corps Reserve contributions to the Marine Corps are reflected in Table 2-3.



**Table 2-3**  
**MARINE CORPS RESERVE CONTRIBUTIONS TO THE MARINE CORPS**

<u>Unit Type<sup>1</sup></u>	<u>Number Units</u>	<u>Percent of Marine Corps</u>
Civil Affairs Groups	2	100%
Air-Naval Gunfire Liaison Companies	2	50%
Tank Battalions	2	50%
Force Reconnaissance Companies	2	50%
Infantry Regiments	3	27%
Light Armored Infantry (LAI)	1	25%
Engineer Support Battalions	1	25%
Landing Support Battalions	1	25%
Artillery Battalions	5	33%
Combat Engineer Battalions	1	33%
Assault Amphibian Companies	2	20%
Reconnaissance Platoons	12	40%
Headquarters and Service Battalions	1	25%
Maintenance Battalions	1	25%
Supply Battalions	1	25%
Motor Transport Battalions	1	25%
Medical Battalions	1	25%
Dental Battalions	1	25%
Communications Battalions	1	25%
<b><u>Aircraft Types<sup>2</sup></u></b>		
<b>Marine Aircraft Wing</b>	1	25%
Marine Aerial Refueler Transport Squadron	2	40%
Marine Wing Headquarters Squadron	1	25%
<b>Marine Aircraft Group</b>	4	29%
Adversary Squadron	1	100%
Marine Aviation Logistics Squadron	4	26%
Marine Light Attack Helicopter Squadron	2	25%
Marine Fighter/Attack Squadron	4	33%
Marine Attack Squadron	2	22%
Marine Medium Helicopter Squadron	2	12%
Marine Heavy Helicopter Squadron	2	18%
<b>Marine Air Control Group</b>	1	25%
Marine Wing Communications Squadron	1	18%
Marine Tactical Air Control Squadron	1	25%
Marine Air Support Squadron	1	25%
Low Altitude Air Defense (LAAD) Battalion	1	33%
Light Antiaircraft Missile (LAAM) Battalion	1	50%
Marine Air Control Squadron	1	21%
<b>Marine Wing Support Group</b>	1	25%
Headquarters and Headquarters Squadron	1	25%
Marine Wing Support Squadron	4	29%

## Notes:

1. Percentages determined by counting like-type units.

2. Percentages determined by counting primary authorized aircraft.

Source: Marine Corps Reserve.

Data as of September 30, 1994.

## Air National Guard and Air Force Reserve

Air National Guard and Air Force Reserve units are aligned with wartime gaining commands and train with them regularly. This facilitates integration into the Active force upon mobilization. In addition to flying and maintaining Reserve component aircraft, thousands of Air Force Reserve personnel fly and maintain Active component aircraft in the Air Force Reserve Associate Program.

During Fiscal Year 1994, the majority of the Air National Guard fighter force decreased to 15 aircraft per squadron to meet the requirement for the Air Force to maintain 20 fighter wing equivalents. While the number of Air Defense fighter interceptor squadrons reduced, the Air National Guard assumed operational responsibility for 1st Air Force and the Regional and Sector Operations Centers. The Air National Guard continued to modernize its aviation forces with most F-16 units now flying the F-16C/D series aircraft and several aerial refueling units receiving KC-135 model aircraft.

The Air National Guard received several new missions during Fiscal Year 1994. The Senior Scout intelligence systems transferred to the Air National Guard. The Alaskan Air National



Guard assumed two Rescue missions when the Rescue Coordination Center and a Rescue Detachment transferred from the Active component. While the requirement for F-16A/B series pilot training in the Reserve component decreases, the Air National Guard is training more foreign pilots in the F-16A/B series. Finally, the Air National Guard moved into the conventional strategic bomber mission as one unit began conversion into the B-1B aircraft.

The Air Force Reserve is contributing to the Total Force in nearly every major mission area. In Fiscal Year 1994, the Air Force Reserve reduced the size of its units to mirror Active component streamlining efforts. The goal is to achieve smaller unit sizes which are uniform across the Active component, Air National Guard, and Air Force Reserve. During the Fiscal Year, two units were inactivated and three units converted.

The strategic bombing mission capability of eight B-52Hs was added to the Air Force Reserve inventory. The F-16 fighter forces were reduced from 24 PAA to 18 PAA as part of direct force structure reductions. This reduction in PAA is expected to continue into Fiscal Year 1995. Further F-16 weapons system reductions are expected.

A program unique to the Air Force Reserve is the Associate program. This program uses Air Force Reserve personnel to augment Active component squadrons primarily in the strategic airlift mission. The C-141 Associate program continued to debut as the retirement of the C-141 aircraft continued. The C-17 Associate program will grow with a second Associate squadron in Fiscal Year 1995. The C-5A and KC-10 Associate program changed as the Air Force continued to modify its force structure. Overall, the loss of strategic airlift capability in both unit equipped and Reserve Associate programs leaves the Air Force Reserve less able to provide the full surge capability the Air Force needs.

Air National Guard and Air Force Reserve contributions to the Air Force are reflected in Table 2-4.



**Table 2-4**  
**AIR NATIONAL GUARD AND AIR FORCE RESERVE**  
**CONTRIBUTIONS TO THE AIR FORCE**

<b>Flying Units</b>	<b>Air National Guard Number Units</b>	<b>Air Force Reserve Number Units</b>	<b>Combined Percent of Total Air Force</b>
<b>Aircraft<sup>1</sup></b>			
Weather Reconnaissance	0	10	100%
Aerial Spraying	0	8	100%
Strategic Interceptor Force	150	0	100%
Tactical Reconnaissance	36	0	100%
Tactical Airlift	158	92	65%
Air Rescue/Recovery	25	31	64%
Aerial Refueling/Strategic Tankers	202	60	54%
Tactical Air Support	42	30	45%
Tactical Fighters	489	138	40%
Strategic Airlift	27	64	27%
Special Operations	6	9	11%
Support Aircraft	50	0	29%
Bombers	4	8	8%
<b>Aircrews<sup>2</sup></b>			
Aeromedical Evacuation	1,669	3,400	90%
Strategic Airlift (Associate)	0	9,212	50%
Tanker/Cargo (Associate)	0	1,198	41%
Aeromedical Airlift (Associate)	0	243	35%
<b>Non-Flying Units</b>			
Engineering Installation	19	0	81%
Aerial Port	24	43	79%
Combat Communications	47	0	79%
Aircraft Control & Warning	2	0	76%
Tactical Control	37	0	73%
Combat Logistics Support Squadrons	0	6	62%
Civil Engineering <sup>3</sup>	98	52	54%
Weather	33	0	37%
Strategic Airlift Maintenance (Associate)	0	24	48%
Security Police	87	38	34%
Medical <sup>4</sup>	93	55	22%
Communications Flights	89	32	24%
Intelligence	3	2	5%

## Notes:

1. Primary Authorized Aircraft count.
2. Authorized personnel.
3. Includes Red Horse Units.
4. Excludes aeromedical and evacuation personnel.

Sources: The Air National Guard and the Air Force Reserve.

Data as of September 30, 1994.

## Coast Guard Reserve

Coast Guard Reserve units are primarily responsible for training individuals to augment Active component units and commands. The Coast Guard is unique among the Reserve components. In addition to its military defense requirements, its role has been broadened by Congress to include augmentation to the Active Coast Guard during natural or man-made disasters, accidents, or catastrophes. The latter has expanded over the years as the Active component has come to rely more on the contribution of the Coast Guard Reserve in other than military operations.

Team Coast Guard is the Commandant's initiative that reorients the Reserve training program and the value of their Reserve resource by focusing the Reserve's mission on providing part-time, trained personnel in support of day-to-day missions. Team Coast Guard will completely reengineer the Reserve force, eliminating separate, redundant command and administrative support structures. Specifically, Team Coast Guard will

- align Reserve units with Active units, giving Active unit command operational control over Reserve unit training, readiness, and augmentation;

- establish mobilization of specific Reserve units for port security harbor defense, and similar high priority defense-related mission areas where no specialized Active duty commands exist;
- deactivate Reserve units not aligned with Active component units, eliminate Reserve rank anomalies, and eliminate Reserve-only work spaces where the use of Active component spaces is more efficient;
- shift administrative support from Reserve personnel reporting units and Reserve-only administrative offices to a fully integrated personnel and administrative staffs; and
- distribute selected Reserve positions by a standardized process called a Reserve Personnel Allowance List.

The majority of Coast Guard reservists are tasked with and trained to support existing Active component units performing normal operations. Three deployable port security units and several composite Naval coastal warfare units are exceptions. The Coast Guard Reserve provides high quality services to the public in a time of decreasing budgets.

Coast Guard Reserve contributions to the Coast Guard are reflected in Table 2-5.

**Table 2-5**  
**COAST GUARD RESERVE CONTRIBUTIONS TO THE COAST GUARD**

<u>Unit Type</u>	<u>Number Billets</u>	<u>Percent of Coast Guard<sup>1</sup></u>
Deployable Port Security Units	351	100%
Marine Safety Offices	2,556	43%
Operational Shore Facilities	1,405	41%
Command & Control	1,981	24%
Small Boat Stations	1,178	23%
Vessels	259	3%
Repair/Supply/Research	87	3%
Note :		
1. Percentages determined by counting mobilization billets.		
Source: Coast Guard Reserve.		
Data as of September 30, 1994.		

## Special Operations Forces

Special Operations Forces (SOF) add to the theater commander's broad military options. They are capable of conducting integrated, joint, and combined operations in remote, urban, or rural environments during peace and war. Highly trained crews and modified aircraft provide the unique capability to support SOF missions at night and during adverse weather.

The Total Force has approximately 44,900 personnel dedicated to special operations, of which 17,420 are in the Reserve components. Reserve component contributions to special operations forces are shown in Chart 2-1.

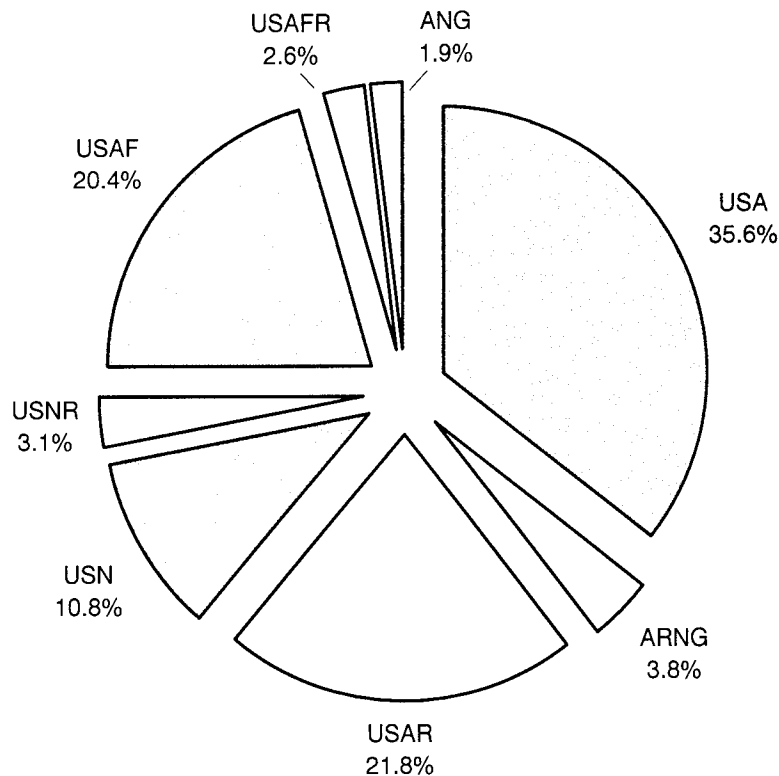
Reserve component Special Operations Forces support worldwide operations and contingencies.

The Army National Guard has two special forces groups. Army National Guard and Army Reserve special operations aviation battalions assigned to special operations forces have been inactivated.

The Army Reserve contributes 33 psychological operation units and 36 civil affairs units to special operations forces.

The Naval Reserve does not have formally designated special operations units; however, Naval Reserve units provide planning,

**Chart 2-1**  
**RESERVE COMPONENT CONTRIBUTIONS**  
**TO SPECIAL OPERATIONS FORCES**



Source: Assistant Secretary of Defense for Special Operations/Low Intensity Conflict.  
Data as of September 30, 1994

staffing, equipment maintenance, and training support to their various Active component and joint commands. The Naval Reserve also includes two special boat squadrons and two special boat units.

The Marine Corps Reserve does not have units that are formally designated special operations units; however, two Marine Corps Reserve civil affairs groups are organized to augment and reinforce the Active component in the same manner as other Selected Reserve units.

The Air National Guard has one special operations unit, the 193d Special Operations Group (SOG) at Harrisburg, Pennsylvania. In addition to planned contingency tasking, the unit routinely provides volunteers to support Air Force requirements for peacetime tasking. As the only unit of its type, the 193d SOG provides a unique capability to the Air Force and actively supports requests from the Special Operations Command. During the past year, this unit has participated in all the major operations conducted by the Air Force including SOUTHERN WATCH, PROVIDE COMFORT, PROVIDE PROMISE, RESTORE HOPE, SUPPORT/UPHOLD DEMOCRACY, and VIGILANT WARRIOR.

The Air Force Reserve has one special operations wing with an AC-130A gunship squadron. Air Force Reserve special operations forces are often called for priority search and rescue missions, as well as counterdrug support to law enforcement agencies. The AC-130A gunships of the Air Force Reserve routinely deploy to support Air Force taskings.

Civil affairs units and personnel perform many essential functions prior to, during, and subsequent to military operations. They assist foreign governments with various governmental, public facilities, and economic functions as well as management of displaced persons and refugees. Civil affairs personnel acquire their functional expertise from their civilian education, professions, careers, and vocations, as well as military training. Civil affairs units are found only in the Army and Marine Corps.

Psychological operations (PSYOP) are part of the broad U.S. political, military, economic, and informational activities. The purpose of psychological operations is to induce or reinforce attitudes and behavior that support the Theater commander-in-chief's overall PSYOP campaign plan.

The Coast Guard Reserve does not have special operations units.

### **New Reserve Component Operations**

Peacekeeping, peace enforcement, humanitarian assistance, and disaster relief operations place new demands on the Armed Forces. Peacekeeping operations typically require heavier concentrations of combat support and combat service support forces than combat operations. Emphasis is placed on medical, engineering, transportation, civil affairs, and command and control capabilities.

The mix of Active and Reserve component forces is being reviewed by the President's Commission on Roles and Missions. Congress directed that a commissioner be added to the President's Commission to represent the Reserve forces.

The following functions and taskings were transferred or added to the Reserve components in Fiscal Year 1994:

- The Army National Guard and Army Reserve were tasked to provide 80 percent of the personnel for a battalion size element participating in the Multinational Force and Observers in the Sinai.
- The Naval Air Reserve force picked up responsibility for the Navy's Command and Control Warfare Group's (CCWG) opposition forces mission in Fiscal Year 1994. This mission is flown by EP-3J and EA-6B aircraft operated by Naval Reserve squadrons located at NAS Willow Grove, Pennsylvania, and Naval Air Facility, Washington, DC. Together these squadrons provide over 70 percent of the Navy's CCWG requirements. The Naval

Air Reserve also expanded its intra-theater airlift mission. Expansion with six more C-130T and two additional C-20G aircraft, scheduled for delivery in Fiscal Years 1995/1996. The Naval Surface Reserve will assume the mobilizable afloat repair mission in the form of two additional Reserve tenders, and the Naval Reserve seabees assumed the chemical and biological facilities decontamination mission.

- The Air National Guard and the Air Force Reserve converted units to conventional strategic bombing missions with the addition of the B-1 and the B-52H. The Air National Guard assumed responsibility for the Air Defense mission when it gained responsibility for 1st Air Force operations.
- The Coast Guard Reserve will establish three new Reserve units in Fiscal Year 1995 which will provide direct augmentation support to the three regional Coast Guard strike teams. Strike teams are deployable units that respond to significant hazardous material spills both nationally and internationally.

The Bottom-Up Review determined that it is necessary to maintain multi-Service capabilities and validated the need for a balanced force that is responsive to a broad array of possible contingencies. To optimize these capabilities, the Active components need an increased understanding of Reserve component funding restrictions and greater flexibility to transfer funds between Active/Reserve accounts.

### Contingency Forces

Under the proposed defense strategy and force structure, expeditionary ground force capabilities appear sufficient for any single contingency; however, if the Total Force is required to support more than one contingency at a time, extraordinary demands will be placed on certain elements of the force, such as Army airborne and air assault forces, Marine expeditionary forces, and some Special Operations Forces.

### Contingency Operations and Operational Missions

Army National Guard participation in various command operational and joint missions and exercises included the following:

- **EUCOM:** Support in the European theater was provided to RETROEUR, the equipment maintenance operation in Central Europe. Military support was provided to the Southern European Task Force. Engineering support was provided for base closure and the maintenance of military facilities. During the fiscal year, 6,178 soldiers deployed in support of operational missions in EUCOM.
- **SOUTHCOM:** Military police, medical, engineer, military intelligence, public affairs, and aviation support were provided. Over 9,600 soldiers deployed to SOUTHCOM in support of operational and training missions.
- **CENTCOM:** Maintenance and signal support was provided. Over 1,800 soldiers deployed in support of CENTCOM.
- **USACOM:** Medical and engineering exercise and training missions were supported by 455 soldiers.

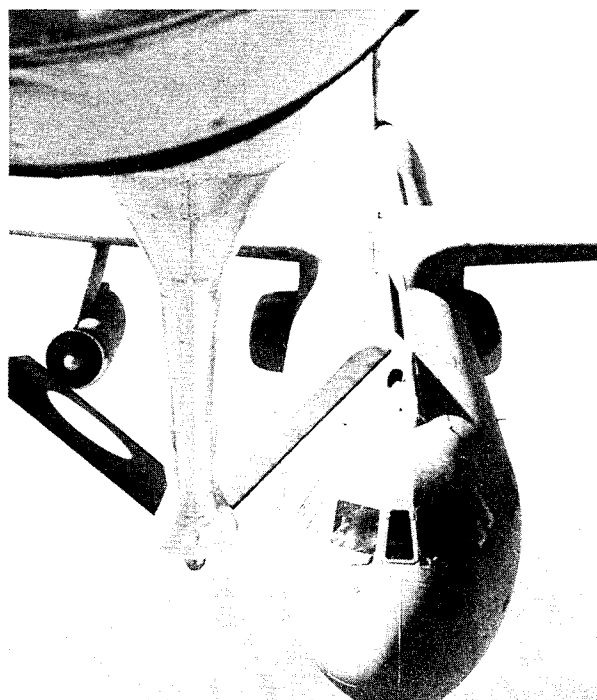
Army Reserve volunteers provided disaster relief and domestic assistance in Georgia and in the northwestern United States. Army reservists participated in the Northridge, California earthquake recovery operations and cold weather relief efforts in the northeastern states. Overseas operational mission support was provided to RETROEUR by 200 volunteers and 100 Army reservists provided support for the Bosnian airlift effort from bases in Germany and Italy. The total number of Army Reservists participating in counterdrugs was 887.

The Naval Reserve provided over 1,327,632 days of contributory support while performing numerous operational missions and participating in over 130 exercises in support of CINC requirements. The Naval Surface Reserve forces

provided 438 streaming days in support of counterdrug operations, 17 steaming days in support of Operation ABLE VIGIL, and 198 steaming days in support of Operations SUPPORT/UPHOLD DEMOCRACY.

The Air National Guard participated in every major contingency operation conducted by the Air Force. Air National Guard volunteers provided aircrew support as needed by the Air Force. Five A-10 units provided aircraft and crews for a three-month rotation in Operation DENY FLIGHT while F-4G Wild Weasels from Boise, Idaho, conducted a six month rotation in support of SOUTHERN WATCH. Air National Guard fighter participation will increase in Fiscal Year 1995 with F-15 and F-16 aircraft providing a forward presence in Southwest Asia.

Air National Guard airlift and air refueling units supported most operational missions during the fiscal year. Volunteers from these units took part in PROVIDE PROMISE, DENY FLIGHT, and SUPPORT/UPHOLD DEMOCRACY. As an integral part of the Air Force capability, these units provided support in the day-to-day mission of the Air Mobility Command, providing airlift and tanker support throughout the world.



Air National Guard Air Defense units continued counterdrug operations in a rotational support of SOUTHERN SPIRIT. These Air defense units also provide air sovereignty coverage for the Continental U.S. The Air National Guard assumed the responsibility for command and control of the Air Defense mission.

The Air Force Reserve provided worldwide support with fighter support to DENY FLIGHT, and strategic airlift mission support for PROVIDE COMFORT, SOUTHERN WATCH and others. The Air Force Reserve provided NASA space shuttle support and air rescue service. The Air Force Reserve provided storm tracking for the Air Weather Service with WC-130 aircraft.

The Coast Guard Reserve supported operational missions such as the interdiction of illegal Haitian, Cuban, and Chinese immigrants, earthquake disaster relief in California, and an oil spill in San Juan, Puerto Rico. Additional support was provided for the Maritime Prepositioning Force operations for safety-monitoring the loading of explosives aboard transport ships. Numerous Coast Guard reservists provided harbor defense and port security in support of Operations SUPPORT/UPHOLD DEMOCRACY.

## **Theater Operations**

### **Overseas Presence**

Direct support of military operations in theater was provided by Army National Guard public affairs, maintenance, military intelligence, logistics, and military police forces. Over 9,600 soldiers deployed to support Southern Command in Fiscal Year 1994.

The Army National Guard and Army Reserve became involved in the Joint Military-to-Military Contact program in June 1993. The program provides Eastern European countries non-lethal military training. Using the Reserve component as a role model of a military force subject to civil authority, Army National Guard and Army

Reserve personnel demonstrated their capability to respond to their peacetime requirements.

In the European Command theater, over 6,100 Guardsmen supported the retrograde of equipment from U.S. Army Europe (RETROEUR) and the Southern European Task Force.

The Army Reserve conducted numerous worldwide operations under the Military-to-Military Contact program. The Army Reserve provided operational support to RETROEUR with 200 Reservists.

### **Forward Presence Naval Forces During Peacetime**

United States worldwide commitments and responsibilities require an overseas presence. These forward deployed and forward based forces are used to deter aggression, enhance regional stability, protect and promote U.S. interests, improve interoperability with allies, and provide timely initial crisis response.

The Naval Air Reserve provides fleet logistics support and maintains a continuous forward presence in the Mediterranean theater with two C-9 and one C-130 aircraft. A minimum of one C-9/C-130 aircraft is continuously detached to support fleet requirements in the Western Pacific theater. The Naval Reserve provided relief flights for the ongoing international humanitarian efforts in Bosnia and Croatia.

Naval Reserve Maritime Patrol squadrons routinely deploy to forward sites providing direct support to fleet commanders. Reserve helicopter squadrons deployed aboard FFG-7 class frigates assisted in drug interdiction operations. Helicopter squadron HCS-4 deployed HH-60H strike rescue helicopters for carrier support in the Mediterranean.

Naval Surface Reserve Force provided the equivalent of 6,000 days of support to Active component forward presence missions. Much of this support was directly related to fleet exercises and ongoing operational requirements.

### **Air Reserve Component Theater Air Operations**

Air National Guard and Air Force Reserve flying and ground support units are actively providing support to CINCs through air component theater commanders. Air National Guard and Air Force Reserve strategic airlift and air refueling aircraft support TRANSCOM's operations on a daily basis. Through USAFE, C-130 theater airlift benefits CINCEUR, not only assisting with Bosnian humanitarian airlift operations, but through normal military support within the European theater. The Air Reserve component-only CORONET OAK operation at Howard AFB, Panama, has supported USSOUTHCOM with C-130 theater airlift for the last 15 years. Additionally, Air Reserve component ground support units, including security police, civil engineers, aerial port, medical, and air base support personnel, are found assisting in all overseas theaters on a nearly continuous basis.

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## ***...the Air National Guard assumes full responsibility for the U.S. portion of North American air defense...***

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In support of USACOM and NORAD, the Air National Guard assumes full responsibility for the U.S. portion of North American air defense and the maintenance of U.S. territorial air sovereignty.

Air Reserve component forces assist the regional CINCs with fighter, combat search and rescue, and air refueling forces.

### **Supporting Democracy**

The Department of Defense continued its efforts to support democracy in Central and Eastern Europe and the nations of the former Soviet Union. Through the Military-to-Military Contact program, the Army National Guard and

Army Reserve provided members for Military Liaison Teams in the following countries: Albania, Belarus, Bulgaria, Czech Republic, Estonia, Latvia, Lithuania, Poland, Romania, Slovakia, Slovenia, and Ukraine. Liaison Teams work with the United States Ambassador, Minister of Defense, and General Staff of the host-country to identify the nation's needs and to develop a work plan for U.S. assistance. Facilitating Teams are used for countries where there is not a formal agreement.

Members of the Reserve components have many skills that are useful to foreign nation Military-to-Military Contact programs. The value of the Reserve components cannot be overstated, because they consist of a large pool of highly-trained and experienced individuals available for many types of missions. For example, the Army Reserve is the principal provider of certain combat support and combat service support expertise, such as medical, civil affairs, engineering, maintenance and transportation often gained from their civilian job experiences, all specialties of value in the Military-to-Military Contact program.

Army National Guard and Army Reserve soldiers served in linguistic support, training, music, refugee operations, and force modernization assignments. The Reserve components can expand these activities to other countries if adequately resourced.

The Naval Reserve is becoming involved in Military-to-Military Contact programs with several Eastern European nations. Naval reservists participated in Joint Military Contact Teams programs in various countries in Eastern Europe. Naval reservists provided administrative support to several emerging democracies by providing assistance in the development of national constitutions.

Air Force Reserve participated in the ongoing EUCOM Military-to-Military Contact and the NATO Partnership for Peace programs. The Air Force Reserve provided Individual Mobilization Augmentees for Military Liaison Teams in the following

countries: Poland, Slovakia, Belarus, Slovenia, Albania, and the Czech Republic. The Air Force Reserve supported the National Guard State Partnership Program with airlift support for visiting countries.

## **Reserve Component Participation in New Mission Areas**

### **Peacekeeping**

Peacekeeping is defined as non-combat military operations undertaken by outside forces with the consent of all major belligerent parties, designed to monitor and facilitate the implementation of an existing truce agreement in support of diplomatic efforts to reach a political settlement to the dispute.

### **Army National Guard and Army Reserve**

The Army National Guard and the Army Reserve participated in the United Nation's Multinational Force and Observers (MFO), Sinai, mission. The Army battalion had 110 Active, 401 Army Guard, and 38 Army Reserve soldiers. The battalion will rotate to the Sinai in January 1995 for a six-month deployment. The Army Reserve provided support for Operation PROVIDE PROMISE with three rotations of parachute riggers that prepared supplies for Bosnian airdrop. Fifteen Army Reserve soldiers assisted United Nations (UN) teams in monitoring Iraqi compliance with UN sanctions. Army Reserve civil affairs, civil engineers, and medical services personnel provided support for Operations SUPPORT/UPHOLD DEMOCRACY

### **Air National Guard and Air Force Reserve**

Air National Guard and Air Force Reserve involvement in peacekeeping activities included enforcement of the no-fly zone over Iraq and Bosnia and airlift support to U.S. forces in the Haiti, Somalia, Bosnia, and Iraq theaters-of-operation.



## **Coast Guard Reserve**

The Coast Guard Reserve participated in international peacekeeping activities in Haiti, to include 150 reservists who served in harbor defense command and port security units in support of Operations SUPPORT/UPHOLD DEMOCRACY.

## **Humanitarian Assistance and Disaster/Famine Relief**

Humanitarian assistance and Disaster/Famine Relief Operations are described in the Bottom-Up Review as "operations directed at alleviating human suffering and meeting the basic needs of victims of social dislocation, economic strife, political conflict, or natural disaster."

The Army National Guard deployed soldiers to conduct overseas humanitarian operations/host nation support missions. This included the Kentucky National Guard constructing an elementary school and performing an instructional Medical Readiness Training Exercise (MEDRETE) on the island of Barbados. In addition, with 51 soldiers from the Utah National Guard the exercise provided humanitarian relief by refurbishing a medical clinic. Many of the operational missions, such as FUERTAS CAMINOS in SOUTHCOM, provided humanitarian assistance to host countries.

Over 6,000 Army Reserve soldiers participated in humanitarian assistance and host-nation support missions under the Military-to-Military Contact program. This program and the overseas deployment training program enabled Army reservists to participate in operations in Eastern Europe and Central and South America. Numerous MEDRETEs and host-nation support operations were conducted in Central and South America. The largest host-nation support operation was FUERTES CAMINOS, which included road repair and expansion, water well drilling, airport runway repair, and road and bridge construction.

Naval Reserve C-9 and C-130T aircraft in the Mediterranean theater flew numerous supply relief

flights to Bosnia and Croatia. Thirteen Fleet Hospital personnel provided medical support to Croatia. Naval Reserve C-9 and C-130 aircraft flew airlift support for Haitian refugees at Guantanamo Bay, Cuba. The Naval Reserve provided increased C-9 and C-130T airlift support to the fleet in several troubled regions around the world, including the relief effort in Somalia, Bosnia, and Haiti. Maritime patrol wings flew 160 flight hours in support of Operation SHARP GUARD, the international embargo of the former Yugoslavian states. The Naval Reserve augmented the Navy forces for peacekeeping missions in Cuba, Bosnia, Somalia, and Rwanda.

The Marine Corps Reserve provided support for humanitarian assistance in Central America as a by-product of Joint Overseas Training Support. Medical, dental and engineering support was provided by the 4th Service Support Group to Grenada, the Dominican Republic, and Panama. The Marine Corps Reserve was involved in the following international peacekeeping activities:

- 160 Reserve volunteers supported Cubans in refugee camps at Guantanamo Bay.
- Provisional rifle company provided security for migrants at Guantanamo Bay.
- 88 Marine reservists volunteered for 45 days for equipment maintenance support to Active component units supporting Operations SUPPORT/ UPHOLD DEMOCRACY.

The Air National Guard provided medical teams to several nations that required humanitarian assistance. The California Air National Guard conducted a joint military medical training exercise with the Ukraine that provided humanitarian assistance as a by-product of training. The medical team treated Afghanistan war veterans, Chernobyl nuclear accident victims, and other Ukrainians that needed medical assistance. Several Air National Guard medical units deployed to Central America in support of Joint Task Force Bravo. The Air National Guard provided the only medical treatment to the indigenous population of that rural area of

Honduras. Air National Guard Civil Engineering units completed several humanitarian projects in Argentina, Colombia, Ecuador, Guatemala, Honduras, and Panama.

The Air Force Reserve participated in Operation PROVIDE PROMISE by transporting 3,262 passengers and 19,388 tons of cargo. Air Force Reserve crews delivered 4,481 passengers and transported 19,388 tons of cargo in support of Operations RESTORE /SUPPORT HOPE . The Air Force Reserve routinely participated in humanitarian airlift as directed by the Air Mobility Command.

The Coast Guard Reserve augmented Active component personnel aboard Coast Guard vessels during Operation ABLE VIGIL, rescuing 37,119 Cuban refugees from the Straits of Florida during August and September. Coast Guard reservists assisted in Operation ABLE MANNER and rescued 24,830 personnel from waters off Haiti.

### **Domestic Missions**

Civil-Military programs which add value to a community in the area of educational youth programs are primarily funded by separate Congressional Appropriations or are undertaken by individual volunteers in their free time in the spirit of "enhanced volunteerism." The primary goals of these programs include providing young people with the values, self-esteem, skills, education, and self-discipline needed to succeed as students and adults. Programs such as ChalleNGe, STARBASE, Seaborne Conservation Corps, and Operation GALILEO are preventive rather than remedial to assist our youth "at risk."

### **STARBASE**

STARBASE is a program for youths 6 through 18 years of age, aimed at improving math and science knowledge and skills. The program starts at the elementary-school level to attract and prepare students at a young age for careers in engineering and other science-related fields. The \$4.2 million program for youth in

kindergarten through the twelfth grade will be conducted in seven states. STARBASE exposes inner-city children and their teachers to "real-world" applications of math and science through experiential learning, simulations, and experiments in aviation and space-related fields. The program addresses drug-use prevention, health, self-esteem and life skills. "Starbase Kelly" is the Air Force Reserve program and "Starbase Atlantis" is the Naval Reserve program implementing the creative and challenging STARBASE program.

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***The primary goals of  
[civil-military] programs  
include providing young  
people with the values,  
self-esteem, skills,  
education, and self-  
discipline needed to  
succeed....***

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### **Civilian Youth Opportunities Program (ChalleNGe)**

ChalleNGe is a \$55.8 million, five-month in-residence program, with a one-year post-resident mentoring component for youths 16 to 18 years old who are drug-free, unemployed high school drop-outs with no criminal record. The program goal is to significantly improve the life skills and employment potential of youth who cease to attend secondary school before graduating, through military-based training.

Key program components are citizenship, GED/High School diploma attainment, life-coping skills, community projects, health and hygiene, skills training, leadership, and physical training. The program is conducted at National Guard bases and armories. The five-month in-residence phase is followed by a year-long

mentoring relationship with a specially trained Guard member from each youth's community.

The program is staffed by Federally-reimbursed state employees, some of whom may be members of the National Guard. A comprehensive support package, from appropriate clothing to in-residence training facilities, is provided. Program plans for the states of Alaska, Arizona, Arkansas, Connecticut, Georgia, Hawaii, Illinois, Louisiana, Maryland, Mississippi, New Jersey, New York, North Carolina, Oklahoma, Virginia, and West Virginia have been approved, funded, and developed.

### **Seaborne Conservation Corps**

The Navy, Marine Corps, and the National Guard Bureau entered into a joint venture with Texas A & M University at Galveston and Americorps (part of the President's National Service program). The Seaborne Conservation Corps is based aboard a ship docked at Galveston, Texas, and is developed after the ChalleNGe program. The objective is to place 100 participants each cycle in the maritime field to receive on-the-job training.

### **Youth Conservation Corps**

The Youth Conservation Corps is a \$4.4 million six-week in-residence version of the ChalleNGe program, without the GED attainment component, conducted at National Guard installations. The states of Colorado, Illinois, Massachusetts, Mississippi, Oregon, Pennsylvania, Texas, Virginia, Washington, and Wisconsin, and the territories of Puerto Rico and the Virgin Islands participate in the program.

### **Urban Youth Corps**

The Urban Youth Corps is a six-week non-resident version of the Youth Conservation Corps conducted at inner-city armories. The state currently participating in this program is California. Funding is \$600,000.

### **National Civilian Community Corps Corporation for National Service**

The National Civilian Community Corps is a demonstration of the National Service program that provides youth the opportunity to help solve unmet domestic needs. Youths, ages 18-24, participate in public and community service, primarily in the areas of education, health and human needs, and public safety environment. A total of 1,000 participants will be housed and trained on four military bases and will receive living expenses and an educational credit up to a maximum of \$4,725 (or a post-service cash benefit half that amount) for one year of service.

### **Los Angeles Unified School District Outreach Program**

This is a \$10 million joint California Air National Guard/Los Angeles Unified School District math and science enhancement program. It provides year-round state-of-the-art math and science materials and equipment and formal, experiential and simulation-based instruction and learning for students and teachers. Program goals are to significantly improve the life skills and employment potential of youth who cease to attend secondary school before graduating, through military-based training. The program will be staffed by Federally-reimbursed state employees.

### **Operation GUARDCARE**

The Fiscal Year 1994 National Defense Authorization Act authorized the National Guard to continue this pilot program using National Guard medical personnel and equipment to provide health care in medically underserved communities in the United States. Congress authorized the National Guard to conduct Operation GUARDCARE in a Federal training status (inactive duty for training or annual training). Fourteen states—Alabama, Arkansas, Colorado, Florida, Iowa, Kentucky, Michigan, Missouri, Mississippi, North Carolina, Nevada, Ohio, South Carolina, and Tennessee—have cooperative agreements signed by the Governors,

the Chief, National Guard Bureau, and the Assistant Secretary of Defense for Reserve Affairs. Washington and Maryland continued exercises in state active duty status under 1993 cooperative agreements. The sixteen states conducted 41 missions screening 18,802 patients, administering 10,406 immunizations, referring 1,842 patients for follow-on care and training 1,789 soldiers and airmen. These exercises provided professional medical assistance to medically underserved communities while training the National Guard personnel in deployment and medical operations.

### **Operation CAREFORCE**

Operation CAREFORCE is a pilot medical readiness training program developed by the Office of the Assistant Secretary of Defense for Reserve Affairs, Civil-Military Directorate. The National Guard and Reserve medical communities developed a pilot program that provides readiness training for its members through supporting medically underserved communities of America. CAREFORCE expands GUARDCARE techniques into the realm of trauma casualty management skills. In the integration of this concept, Reserve component medical personnel will work in the trauma centers of underserved, understaffed inner-city American communities. This program will provide fully trained and credentialed medical personnel to medically underserved communities and essential sustainment training for members of the Reserve medical corps. For National Guard members, Operation CAREFORCE provides a platform for establishing an ongoing relationship with local and state emergency, disaster response personnel for integrated training and for testing and improving the response network. It is for this reason that the Air National Guard will be the lead agent for developing, training, and testing the CAREFORCE concept within the Reserve community.

### **Operation GALILEO**

The Air Force Reserve will inaugurate a new program to improve math and science education. Tested successfully in Fiscal Year 1994, Operation GALILEO is an innovative concept that brings aviation-oriented math and science to life for students. It uses live demonstrations of scientific principles during actual airlift training missions. The target audience is disadvantaged youth at risk who may be poorly prepared to enter the job market. It provides the additional benefit of Air Force Reserve aircrews serving as role models and contributes directly to six of the eight national education goals.

### **Naval Science Awards Program**

The Naval Reserve provides judges for regional, state, and local science fairs, as well as the national Naval Science Award program competition, and the international Science and Engineering Fair.

### **Adopt-A-School**

As part of the Navy's Personal Excellence Program, Naval command, both Active and Reserve, provide tutorial services to "adopted" schools in their vicinity.

### **The Young Marine Program**

This is a five-year outreach program of the Marine Corps, initiated in 1993, to establish 200 "Young Marine" units. The purpose is to provide positive leadership to youth. The primary focus is on youths aged 8 to 18, emphasizing the value of a drug-free lifestyle, self discipline, patriotism, loyalty, and dedication to country. Fiscal Year 1994 funding was approximately \$500,000, involving 55 Marine Corps Reserve units. The number of people participating in this program tripled (2,400). Four "Young Marines" have been accepted at the Naval and Air Force Academies.

### **Junior Reserve Officer Training Corps Career Academies**

The President's Defense and Reinvestment and Conversion Initiative (March 1993) provided for the expansion of the Junior Reserve Officer Training Corps (JROTC) Career Academies joint Department of Defense and Department of Education program. The program offers "at-risk" inner-city high school students with special vocational, academic, and JROTC-intensive opportunities that emphasize high school graduation, critical skills development, discipline, responsibility, values, and citizenship. The JROTC Career Academies provide retired military personnel a means to use their skill and background in the public school system as teachers and administrators. An academy is a "school within a school" and is comprised of about 200 students, grades 9 through 12.

JROTC Career Academies are characterized by an integrated academic and vocational program of instruction, designated staff, block scheduling, a reduced class size, an active advisory board, and local business/corporate support and sponsorship. This program is viable and has expanded significantly since its inception.

### **Partnership in Education Program**

This Coast Guard Reserve program encourages individual commands to provide tutors, mentors, and administrative assistance to local schools and the Coast Guard Junior Reserve Officer Training Corps program. The Coast Guard provides guest speakers, field trips, audio-visual materials, and presentations at Coast Guard bases to inner-city youth. The Coast Guard's support of diversity is reflected in its special emphasis programs and a broad spectrum of Coast Guard personnel have been active in promoting cultural awareness.

### **Indian Health Service**

Indian Health Service Cooperative Programs is a medical resources project that provides a

deployed medical (DEPMEDS) facility at Winslow, Arizona, Indian Health Center. Built and staffed by Reserve personnel during the renovation of the existing center, this DEPMEDS will provide a facility to examine and treat thousands of native American patients. Reserve medical personnel will be trained in this facility. This program maximizes opportunities for hands-on patient care, working in a wartime deployed medical facility, while providing assistance to the native American population. Another segment of this program addresses better access of the Indian Health Service (IHS) to excess DoD medical equipment and providing transportation of this resource to IHS sites.

### **REEF-EX**

The Army Reserve, working in collaboration with the Defense Logistics Agency, coordinates, transports, and disposes surplus tanks to construct artificial reefs in coastal waters. This joint exercise, which involves personnel from the other Services, provides unique training opportunities for support and service support units in the areas of safety, environmental and hazardous material handling, and joint service planning. In addition, the project provides environmental and economic benefits to the coastal states.

### **Sea Partners**

During Fiscal Year 1994, the Coast Guard embarked on a unique public education program titled "Sea Partners." Under this program, Coast Guard reservists speak to civic groups, school children recreation boaters, environmental organizations, and the marine industry concerning marine pollution. The Coast Guard has always dealt with marine pollution on a regulatory basis. This program promotes public awareness in an effort to prevent pollution before it becomes a regulatory issue.

Since its introduction in June 1994, Sea Partners has spread nationwide and has reached approximately 100,000 in over 600 separate events.

## **Counterdrug Operations**

### **Drug Demand Reduction Programs**

The Reserve components are playing a greater role in Civil-Military outreach programs, many aimed at youth-at-risk with drug demand reduction programs such as "Drug Abuse Resistance Education" (D.A.R.E.) and "Drug Education for Youth."

The National Guard Drug Demand Reduction Program reached more than 5,096,610 young people throughout the Nation in Fiscal Year 1994. Since its inception, the National Guard's D.A.R.E. program has evolved into 5,492 programs nationwide that National Guard members support as mentors, tutors, and role models. Each of these activities is a result of a community-based needs assessment.

Major Army Reserve commands have incorporated the drug demand reduction message into events sponsored by their family support coordinators. One command developed a week-long camp, "Camp Wildcat," devoted to educating and building the self-esteem of the children of Army Reserve soldiers. Corporate sponsorship is planned to cover the majority of the costs for next year's camp. Other commands are planning similar camps of their own.

The Naval Reserve, in conjunction with the Marine Corps and Coast Guard, is sponsoring a campaign drug free program. The focus of the campaign drug free program is a presentation designed to supplement existing anti-drug information in elementary, middle and high schools. Designed in consultation with educators from across the country, presentations have been successfully conducted from coast-to-coast to over 70,000 school-aged children. Uniformed, volunteer members of the local Naval Reserve unit deliver the message, "If you want to be a success, don't use drugs." The Naval Reserve volunteer serves as a role model.

The Marine Corps Reserve is significantly increasing its Service-supported civil-military outreach programs. Marine Corps Reserve

involvement includes voluntary education outreach, campaign drug free, community drug education, and young Marine programs. During Fiscal Year 1994, the Marine Corps Reserve participated in a total of 344 drug demand reduction presentations to 17,344 students at local public schools.

Air Force Reserve units participated in drug demand reduction programs through distribution of anti-drug bumper stickers. Air Force Reserve units supported the formation of a band that has performed for audiences in excess of 350,000 people in the last three years. This Air Force and Air Force Reserve Band continued its "Drug Prevention through Demand Reduction" theme, and was filmed for a production that will be aired nationwide.

The Coast Guard reservists participated in Campaign Drug Free. Officer and enlisted personnel volunteered to make presentations on the dangers of drug abuse to youth in the communities. Fifty Reserve component units participated in the program reaching more than 4,500 students. Coast Guard reservists volunteer to conduct this program on their own time.

### **Drug Interdiction Operations**

The National Guard provided assistance to various law enforcement agencies, principally the U.S. Customs Service, resulting in the seizure of over 872,056 pounds of marijuana, 265,311 pounds of processed cocaine, 2,438 pounds of heroin, 694 pounds of opium, 308 pounds of hashish, 8,599 vehicles (includes air and water craft), 19,263 weapons, and \$236 million in cash. The National Guard supported operations that resulted in 96,599 arrests.

The Army Reserve participated in over 119 drug interdiction missions. Army Reserve units provided medical evacuation support to ground operations, heavy lift support, and aviation support to the National Guard and the Drug Enforcement Administration.

The Army Reserve participated in intelligence operations ranging from tactical analysis support to Federal agencies regarding drug trafficking and money laundering to strategic studies of drug trafficking and organized crime affecting governments in developing countries and the former Soviet Union. The Army Reserve also provides intelligence analysis for American embassies and the Drug Enforcement Agency. The Army Reserve provided transportation support to many local and Federal agencies, and linguists to several Federal agencies to translate foreign documents relating to narcotics trafficking and gang activities in the United States.

Naval Reserve support for law enforcement operations accounted for over 6,000 workdays, divided between three programs: Naval Reserve Force ships provided 438 steaming days conducting counterdrug operations in the Caribbean, off both sides of South America, and in the Pacific from Mexico to California. Mobile inshore undersea warfare units contributed over 5,000 mandays, gathering shipping traffic movement information for law enforcement agencies. Naval Reserve security group units provided another 300 mandays of linguistic support. Naval Reserve participation in the reduction of illegal drug trafficking also included maritime patrol operations in the Eastern Pacific, the Gulf of Mexico, and the Caribbean; airborne early warning operations from Howard AFB, Panama, and Roosevelt Roads, Puerto Rico; and tactical air reconnaissance missions in the southwestern United States.

Naval Reserve participation in the reduction of illegal drug trafficking included 95,000 mandays with 438 ship steaming days and 34,800 flight hours.

The Marine Corps Reserve provided counterdrug operational support to law enforcement agencies through personnel, equipment, and mission-related training. General support was provided through specific military skills, training, transportation and engineer support. Missions included ground reconnaissance, listening posts, observation posts, aerial reconnaissance, engineer, and construction. Individual units received counterdrug training in night-vision goggle use and sensor operations.

One unit coordinated training with the Wisconsin National Guard in counterdrug operations. Mobile Training Teams conducted courses in intelligence, counter-terrorism, and a counterdrug course for the Navy/Marine Intelligence Training Center. Instructors coordinated training for sensor control and management platoon counterdrug operations.

The success of Marine Corps Reserve counterdrug operations resulted in increased demand for mission support to the joint task forces. The tasking of these operations resulted in increased training and operational capabilities of participating units.

Air National Guard personnel continued to provide support to Federal, state, and local law enforcement agencies conducting counterdrug activities. Air National Guard support consisted of approximately 30,908 officer and 252,908 enlisted workdays in 1994. Air National Guard personnel from various states are supporting the U.S. Customs Service in cargo inspection at ports-of-entry including air and water-craft, airport baggage, mail centers, and cargo containers at seaports. With the exception of cargo inspection support to U.S. Customs Service, counterdrug operations enhance the skills of members who volunteer for counterdrug duties. All personnel participating in the counterdrug program are volunteers and there has been no reported negative impact on Air National Guard training, readiness, and/or mobilization.

The deployment of air defense assets remains one of the most cost-effective counterdrug programs and has been instrumental in interdicting suspected drug trafficking aircraft ranging in size from small single-engine aircraft to four-engine cargo planes.

At the request of the U.S. Customs Service and the Commander-in-Chief, U.S. Atlantic Command, the Air National Guard continues to staff one full-time radar site in the Caribbean area of operations. This radar deployment has been instrumental in the detection and monitoring of suspected drug trafficking aircraft entering the Bahamas. Within this once prosperous trans-shipment area, the Air National Guard radars, in

conjunction with other assets, have been able to provide nearly 100 percent radar tracking continuity of suspected aircraft. Air National Guard radar deployments monitor the airways 24 hours a day, 365 days per year. Air National Guard air control units deploy people and equipment on a four to six-week rotational basis with personnel rotations every two weeks.

The Air Force Reserve units expended 567.7 flying hours and 27,764 workdays on drug interdiction such as transportation of controlled delivery drugs, marijuana eradication, civil engineering projects, maritime patrol, intelligence analysts, linguist translators, mobile training teams teaching small unit tactics, and forward looking infra-red missions. The Air Force Reserve received \$4.28 million for these operations in Fiscal Year 1994. The Air Force Reserve Band performed at 33 concerts at a cost of \$12.22 million with a "Just Say No" theme for school children.

Coast Guard Reserve personnel augment Active component commands involved in law enforcement and drug interdiction. The Coast Guard Reserve plays a significant role in counterdrug operations on a daily basis.

## Summary

Domestic missions are not new to the Reserve components. However, peacetime missions have not been integrated into decision criteria that determine Reserve component force structure. The National Guard and Reserve continue to perform these missions without formal recognition of requirements in their force structure documents.

The Reserve components can assume additional missions if funding is provided as the Active component draws down. This has been clearly demonstrated by the Army National Guard and the Army Reserve at the Equipment Maintenance Center, Europe. Both the Army National Guard and the Army Reserve could assume increased responsibilities in the retrograde and repair of European theater war reserves. With the downsizing of the force in Europe and the return of equipment

to the United States, Reserve transportation and maintenance units could evacuate and repair much of this equipment. The redistributed equipment would greatly enhance Total Force readiness, and improve the individual and unit skills of the personnel involved.

The Bottom-Up Review provided an important opportunity to further clarify Armed Forces roles, missions, and functions in selected areas and to build on the recommendations of the CJCS Roles and Missions Report. As the transition continues from Base Force to the post-Cold War environment, several important matters raised in the Bottom-Up Review will require further attention. The Reserve components remain ideally positioned to enhance national security with efficient and cost-effective forces that reconfirm the Total Force Policy.

An important issue affecting the Total Force is the determination of functions and tasks for the Reserve components. Discussions are continuing at every level and across all Services. Once decided, this division of labor will determine both the size and composition of Reserve component forces.

The Reserve Forces Policy Board engaged in continuous discussions with the senior military and civilian leadership of this country on future military operations for the Total Force. All Service components, Active and Reserve, have demonstrated capabilities that meet the challenges each of these operations entails.

Reserve components are capable of either assuming or contributing to the Service's mission. The scope of that capability may be limited by the response time imposed, the quantity of appropriate equipment, or the number of skilled personnel available. However, these factors do not prevent the Reserve components from being assigned functions that require high skill levels and quick response. The Reserve components repeatedly demonstrated that they have the capacity to mobilize quickly, but they must be programmed and resourced to do so. (U)



# Personnel

# 3

*"Our military forces are still the best in the world.  
The quality of the young men and women  
in the military remains very high."*

*Senator Strom Thurmond,  
South Carolina*



## Introduction

**T**he Reserve components continue to draw down personnel and units to meet program objectives consistent with the Bottom-Up-Review force structure. As with the Active components, the Department of Defense developed programs to ensure that the National Guard and Reserve personnel who are affected by the rightsizing of the military forces are treated fairly and with respect. Where feasible, Reservists can transfer to a similar position in a local Guard or Reserve unit where their career can continue uninterrupted. Assignment to the Individual Ready Reserve can offer opportunities for training. There will be Reservists who are forced to leave what had been a fulfilling career because of these reductions. A full range of transition benefits has been authorized by Congress and implemented by the Services to assist Reservists who cannot find another career choice.

## Personnel Strengths

### Authorized Strength-Selected Reserve

Each year, the Selected Reserve end strength is authorized by Congress. The Selected Reserve consists of those units and individuals designated by their respective Services and approved by the Joint Chiefs of Staff as so essential to initial wartime missions that they have priority over all other Reserves. The Selected Reserve includes unit members, Full-Time Support personnel, and Individual Mobilization Augmentees.

As shown in Table 3-1, the overall decrease in Selected Reserve end strength from Fiscal Year 1990 to Fiscal Year 1994 was 13 percent; however, these reductions were not spread evenly among the Reserve components. The Naval Reserve, reduced by 23 percent through Congressional authorization, was actually reduced by 26 percent, due to the Congressional appropriation supporting an end strength of

**Table 3-1**  
**SELECTED RESERVE AUTHORIZED END STRENGTHS**

<b>Component</b>	<b>FY90 Authorized</b>	<b>FY91 Authorized</b>	<b>FY92 Authorized</b>	<b>FY93 Authorized</b>	<b>FY94 Authorized</b>	<b>% Chg FY90-FY94</b>
ARNG	458,000	457,424	431,200	422,725	410,000	-10%
USAR	321,700	319,063	308,000	279,615	260,000	-19%
USNR <sup>1</sup>	153,400	154,354	144,000	133,675	118,000	-23%
USMCR	44,000	43,900	42,400	42,315	42,200	-4%
ANG	116,200	117,519	118,100	119,300	117,700	1%
USAFR	84,900	85,591	83,396	82,300	81,500	-4%
USCGR <sup>2</sup>	15,000	12,700	15,150	15,150	10,000	-33%
Total	1,193,200	1,190,551	1,142,246	1,095,080	1,039,400	-13%

**Notes:**

1. Naval Reserve Fiscal Year 1994 authorized strength is 118,000, but programmed at the level of 113,400 in the Navy budget.

2. Coast Guard Reserve Fiscal Year 1994 authorized strength was 10,000, but was programmed at the level of 8,000 in the Department of Transportation budget.

Source: DoD Comptroller.

Data as of September 30, 1994.

4,600 personnel below authorization. The Air National Guard saw a one percent growth during the period Fiscal Year 1990 through Fiscal Year 1994, while the Coast Guard Reserve was reduced over 33 percent during the same period.

### Assigned Strength-Selected Reserve

Table 3-2 depicts the actual assigned strengths for each Selected Reserve at the end of Fiscal Year 1994 and projects the authorized strength level for Fiscal Year 1995. The actual assigned strength at the end of Fiscal Year 1994 was below the authorized strength. This was not due to recruiting and retention problems, but resulted from programmatic judgments made to ensure the most cost-effective use of resources during a period of significant realignment and restructuring.

### Individual Ready Reserve/Inactive National Guard

The Individual Ready Reserve (IRR) and Inactive National Guard (ING) consists of

Ready Reservists who are not in the Selected Reserve. These personnel constitute a trained individual manpower pool who served previously in the Active component or the Selected Reserve and are still available for mobilization in a national emergency. The strengths of the IRR or the ING are not directed by Congress; therefore, they do not have authorized strength levels. The IRR has been the chief beneficiary of the drawdown, both from the Active component and the Selected Reserve. The numbers have grown significantly. Both the Army and the Marine Corps are very dependent on the IRR as manpower sources to augment both the Active and Reserve component units for deployment.

Table 3-3 shows the percentage change in the Individual Ready Reserve/Inactive National Guard from Fiscal Year 1990 through Fiscal Year 1994.

**Table 3-2**  
**SELECTED RESERVE ASSIGNED END STRENGTHS**

<u>Component</u>	<u>FY94 Authorized</u>	<u>FY94 Assigned</u>	<u>Fill Rate</u>	<u>FY95 Authorized</u>
Army National Guard	410,000	396,928	96.8%	400,000
Army Reserve	260,000	259,856	99.9%	242,000
Naval Reserve <sup>1</sup>	118,000	107,627	91.2%	102,960
Marine Corps Reserve	42,200	40,711	96.5%	42,000
Air National Guard	117,700	113,587	96.5%	115,581
Air Force Reserve	81,500	79,621	97.7%	78,706
Coast Guard Reserve <sup>2</sup>	10,000	7,197	72.0%	8,000
Total	1,039,400	1,005,527	96.7%	989,247

Notes:

1. Naval Reserve Fiscal Year 1994 authorized strength is 118,000, but programmed at the level of 113,400 in the Navy budget.

2. Coast Guard Reserve Fiscal Year 1994 authorized strength was 10,000, but was programmed at the level of 8,000 in the Department of Transportation budget.

Sources: DoD Comptroller, Office of the Assistant Secretary of Defense for Reserve Affairs, and the Reserve components.

Data as of September 30, 1994.

### Standby Reserve

The Standby Reserve consists of personnel who have been designated key civilian employees or who have a temporary hardship or disability and wish to maintain their military affiliation without being in the

Ready Reserve. These individuals, typically, have also served in the Active component or the Selected Reserve and can be mobilized in times of national emergency if necessary. Table 3-4 depicts the strength of the Standby Reserve from Fiscal Years 1990 through 1994.

**Table 3-3**  
**INDIVIDUAL READY RESERVE / INACTIVE NATIONAL GUARD**

	<u>FY90</u>	<u>FY91</u>	<u>FY92</u>	<u>FY93</u>	<u>FY94</u>	<u>% Change FY90-FY94</u>
IRR	477,262	595,501	743,004	784,210	783,514	64.2%
ING	<u>11,036</u>	<u>8,073</u>	<u>7,236</u>	<u>6,894</u>	<u>6,770</u>	<u>-38.7%</u>
Total	488,298	603,574	750,240	791,104	790,284	61.8%

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1994.

**Table 3-4**  
**STANDBY RESERVE**

	<u>FY90</u>	<u>FY91</u>	<u>FY92</u>	<u>FY93</u>	<u>FY94</u>	<u>% Change FY90-FY94</u>
<b>Active</b>						
DoD	4,583	4,334	4,224	3,609	3,334	-27.3%
USCGR	1	1	3	2	3	200%
<b>Inactive</b>						
DoD	24,789	23,850	20,634	22,645	22,166	-10.6%
USCGR	<u>594</u>	<u>505</u>	<u>667</u>	<u>677</u>	<u>609</u>	<u>3.0%</u>
<b>Total</b>	29,967	28,690	25,528	26,933	26,112	-12.9%

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1994.

## Retired Reserve

The Retired Reserve consists of officers and enlisted personnel who receive retired pay on the basis of their active and/or reserve service, or who have qualified for retired pay at age 60, but have not yet reached that age.

Table 3-5 depicts the Retired Reserve.

## Full-Time Support

Full-time support (FTS) personnel are critically important to the readiness of all the Reserve components. They perform the day-to-day unit administrative, logistical, and operational requirements, enabling Reservists to devote the majority of their time to training. FTS personnel provide the continuity and stability needed to improve unit readiness.

FTS categories are as follows:

### • Reservists on Full-Time Duty

National Guard or Reserve members of the Selected Reserve serving on active duty or full-time National Guard duty for the purpose of

organizing, administering, recruiting, instructing, or training Reserve component units. This classification includes Active Guard/Reserve (AGR), Naval Reserve Training and Administration of the Reserve (TAR) personnel, and Marine Corps Active Reserve personnel. While full-time Reservists serve under Title 10, United States Code, National Guard personnel serving within their state boundaries normally serve under the provisions of Title 32, United States Code. All guardsmen and women convert to Title 10 prior to any overseas movement.

### • Military Technicians (MT)

Drilling Reservists who are also Federal civilian employees providing skilled full-time support to Reserve organizations and units. They are required, as a condition of their employment, to be members of the Selected Reserve in the component they support and simultaneously maintain civil service status. The Army National Guard, the Air National Guard, the Army Reserve, and the Air Force Reserve are the only components that employ this category of FTS personnel.

**Table 3-5**  
**RETIRED RESERVE**

<u>Category</u>	<u>USAR<sup>1</sup></u>	<u>USNR</u>	<u>USMCR</u>	<u>USAFR<sup>1</sup></u>	<u>USCGR</u>	<u>Total</u>
Awaiting Pay	58,845	26,692	3,468	34,328	1,197	124,530
Receiving Pay	99,514	48,390	5,116	51,290	2,490	206,800
Retired Active	<u>398,888</u>	<u>345,522</u>	<u>31,276</u>	<u>516,088</u>	<u>21,890</u>	<u>1,313,664</u>
<b>Total</b>	557,247	420,604	39,860	601,706	25,577	1,644,994

Note:

1. USAR and USAFR data includes retired members of Army and Air National Guard.

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.

Data as of September 30, 1994.

- **Active Component (AC)**

Active component military personnel assigned or attached to Reserve component organizations and units to provide advice, liaison, management, administration, training, and/or maintenance support. All Coast Guard military personnel assigned to FTS positions are in this classification; however, these positions are paid from Coast Guard Reserve training appropriations, and not Active component appropriations.

- **Civil Service (CS)**

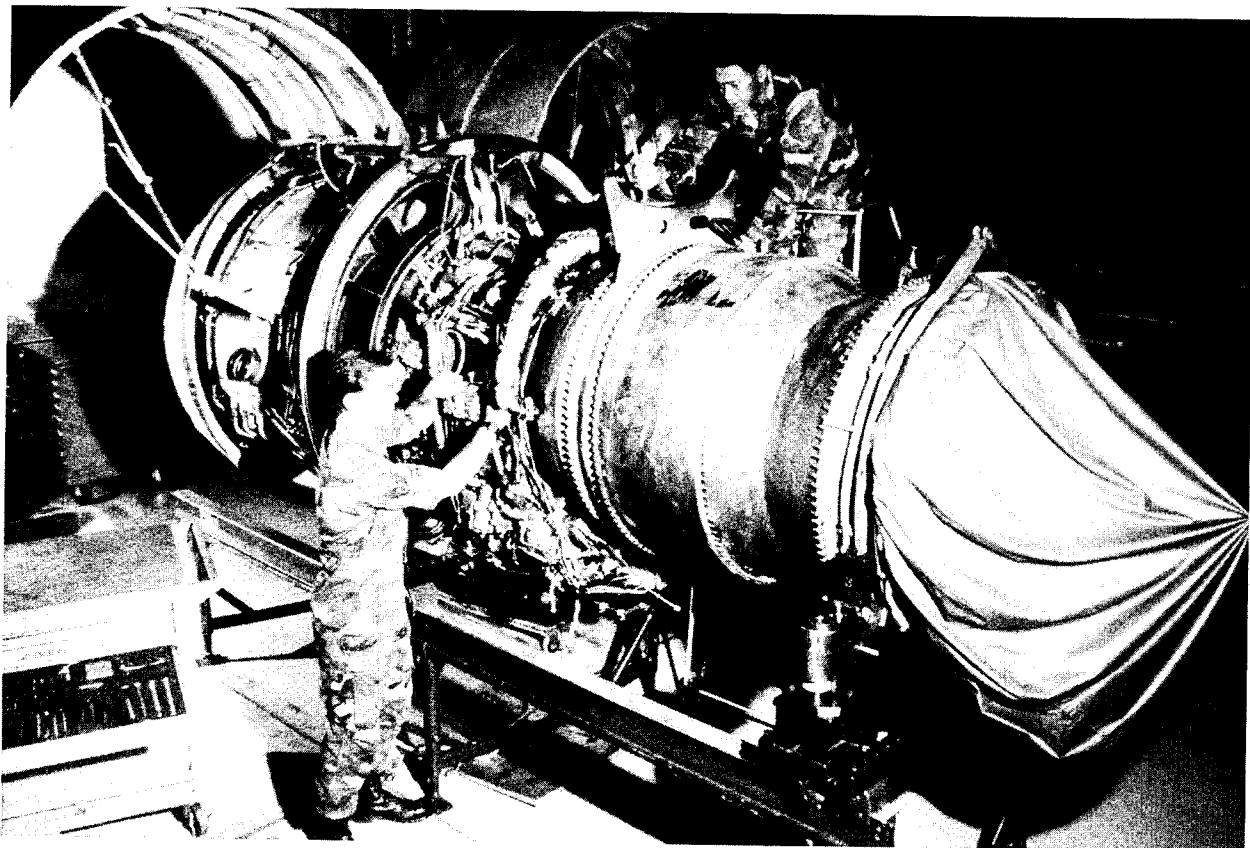
Federal civil service personnel, other than MTs, who provide full-time support to Reserve components, but do not occupy technician positions and are not required to be members of the Selected Reserve.

Table 3-6 lists FTS strength, by category, for each Reserve component.

### **Individual Mobilization Augmentees**

The Individual Mobilization Augmentee (IMA) program provides trained individual members of the Selected Reserve to augment Active component commands and organizations that have wartime requirements above their peacetime strength authorizations. As Active component strength is reduced, the IMA program is a cost-effective way of retaining trained personnel with skills to meet wartime and contingency requirements. The IMA program has a direct, positive impact on Active component mobilization readiness.

Department of Defense Directive 1235.11 specifies training, position, and participation requirements for the IMA program. IMAs are required to perform 12 to 14 days of annual training in their mobilization assignment. Subject to the availability of funds, IMAs are eligible to participate in professional development opportunities. Also, certain IMA positions are authorized inactive duty training similar to unit Reservists.



**Table 3-6**  
**FULL-TIME SUPPORT PERSONNEL STRENGTHS**

	<u>Army National Guard</u>	<u>Army Reserve</u>	<u>Naval Reserve</u>	<u>Marine Corps Reserve</u>	<u>Air National Guard</u>	<u>Air Force Reserve</u>	<u>DoD Total</u>	<u>Coast Guard Reserve</u>	<u>Total</u>
<b>AGR/TAR Personnel<sup>1,2</sup></b>									
Required	40,376	18,725	23,423	2,524	9,539	787	95,374	N/A	95,374
Authorized	24,180	12,542	19,718	2,285	9,389	648	68,762	N/A	68,762
Assigned	23,706	12,542	19,139	2,273	9,312	648	67,620	N/A	67,620
<b>Military Technicians<sup>2</sup></b>									
Required	37,317	12,051	N/A	N/A	28,500	10,901	88,769	N/A	88,769
Authorized	27,259	7,159	N/A	N/A	24,267	10,541	69,226	N/A	69,226
Assigned	23,141	5,538	0	0	23,304	9,520	61,503	N/A	61,503
<b>Active Component<sup>2</sup></b>									
Required	0	1,258	2,270	4,352	1,014	785	9,679	482	10,161
Authorized	0	1,182	1,313	4,234	1,014	785	8,528	482	9,010
Assigned	174	851	1,477	4,234	1,012	651	8,399	482	8,881
<b>Civil Service</b>									
Required	629	1,500	2,320	154	1,801	6,219	12,623	104	12,727
Authorized	468	1,500	2,320	154	1,739	5,659	11,840	104	11,944
Assigned	486	1,451	2,302	154	1,726	5,387	11,506	98	11,604
<b>Totals</b>									
Required	78,322	33,534	28,013	7,030	40,854	18,692	206,445	586	207,031
Authorized	51,907	22,383	23,002	6,673	36,409	17,633	158,007	586	158,593
Shortfall	26,415	11,151	5,011	357	4,445	1,059	47,379	0	47,379
<b>Percent Authorized of Required</b>	66%	67%	82%	95%	89%	94%	77%	100%	77%
Assigned	47,507	20,382	22,918	6,661	35,354	16,206	149,028	580	149,608
<b>FTS Authorizations as a Percent of Authorized End Strength</b>	13%	9%	20%	16%	31%	22%	15%	6%	15%

## Notes:

1. Includes AGR in the Army, officers and enlisted on Statutory Tours in the Air Force Reserve, TAR in the Naval Reserve, and Reserve military FTS in the Marine Corps Reserve.
2. Air National Guard AGR and MT positions can be filled by either status personnel. All ANG requirements are shown as Military Technicians. USAR includes SOF technicians.
3. Includes Active component assigned or attached to Reserve component organizations who provided support exclusively to the Reserve components.

Sources: The DoD Comptroller, Office of the Assistant Secretary of Defense for Reserve Affairs, and the Reserve components.  
Data as of September 30, 1994.

Table 3-7 shows the number of IMAs assigned at the end of Fiscal Year 1994 and the differences between the required and authorized levels. The National Guard does not have an IMA program.

Available IMA end strength has been reallocated to support the Army's highest priority mobilization needs. IMA soldiers are being reassigned to valid positions, where possible. As the Army Reserve completes this process, an analysis will be done to determine vacancy rates and hard-to-fill positions. The Army Reserve has established a separate professional military education account for IMA training.

All required Navy IMA positions are authorized and funded. Of these, 190 are filled. All Navy IMAs are authorized 48 drills and two-weeks annual training.

The Marine Corps Reserve was funded to fill 1,490 positions. Of the funded positions, 1,489

were filled at the end of the Fiscal Year. Annual training was fully funded for Fiscal Year 1994.

The Air Force IMA program had 12,602 positions funded for Fiscal Year 1994. The assigned strength at the end of the fiscal year was 12,288. Vacancies were primarily in the medical skills. The accession process is being accelerated to accommodate candidates and funds are being shifted to positions where qualified applicants exist. The Air Force Reserve is restructuring its requirements to include positions authorized annual training only.

The Coast Guard Reserve IMAs are primarily assigned to the Selective Service System and the Federal Emergency Management Agency (FEMA). A few vacancies exist because qualified individuals cannot be identified to fill positions in certain geographic areas. All Selective Service System and FEMA annual training costs are reimbursed.

Table 3-8 depicts the IMA drilling categories.

**Table 3-7**  
**INDIVIDUAL MOBILIZATION AUGMENTEES**

<u>Component<sup>1</sup></u>	<u>Officer</u>			<u>Enlisted</u>			<u>Total Assigned Off &amp; Enl</u>
	<u>Required</u>	<u>Authorized</u>	<u>Assigned</u>	<u>Required</u>	<u>Authorized</u>	<u>Assigned</u>	
Army Reserve	14,249	9,738	10,039	4,149	3,262	2,970	13,009
Naval Reserve	189	189	189	33	33	353	542
Marine Corps Reserve	1,173	954	890	1,491	536	599	1,489
Air Force Reserve	9,795	6,628	7,047	7,958	5,130	5,241	12,288
Coast Guard Reserve	44	34	20	0	0	1	21

Note:

1. Neither the Army National Guard nor the Air National Guard has an IMA Program.

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components. Data as of September 30, 1994.



## Strength Management Programs

### Recruiting

Recruiting and retention have been significant challenges during this period of uncertainty. Table 3-9 details the successes and challenges over the 1994 recruiting year.

The Army National Guard is successfully managing its drawdown to 367,000. While there continues to be recruiting challenges, the Army National Guard is restructuring its existing recruiting and retention force to better meet the future strength and attrition management challenges.

**Table 3-8**  
**INDIVIDUAL MOBILIZATION AUGMENTEES DRILL CATEGORY**

<u>Component</u>	<u>48 Drills</u>	<u>36 Drills</u>	<u>24 Drills</u>	<u>12 Drills</u>	<u>No Drills</u>	<u>Total</u>
Army Reserve	60	17	890	0	12,042	13,009
Naval Reserve	542	0	0	0	0	542
Marine Corps Reserve	1,489	0	0	0	0	1,489
Air Force Reserve	765	0	11,285	0	238	12,288
Coast Guard Reserve	7	0	0	0	14	21

Source: The Reserve components.  
Data as of September 30, 1994.

**Table 3-9**  
**RECRUITING GOALS AND ACHIEVEMENTS**

<u>Component</u> <sup>1</sup>	<u>Officer</u>		<u>Enlisted</u>		<u>Total</u>	
	<u>Goal</u>	<u>Achievement</u>	<u>Goal</u>	<u>Achievement</u>	<u>Goal</u>	<u>Achievement</u>
Army National Guard	4,642	3,745	69,710	61,268	74,352	65,013
Army Reserve	3,932	5,242	48,500	49,908	52,432	55,150
Naval Reserve	1,185	1,219	15,217	15,079	16,402	16,298
Marine Corps Reserve	700	967	10,420	10,269	11,120	11,236
Air National Guard	1,206	809	10,624	7,735	11,830	8,544
Coast Guard Reserve	N/A	N/A	200	39	200	39

Note:

1. No numerical goals established for Air Force Reserve.

Sources: The Reserve components.

Data as of September 30, 1994.

The Army Reserve was successful in meeting its recruiting goals. Critical shortages in technical warrant officer specialties still exists, but are showing a steady improvement.

Naval Reserve officer and enlisted goals were considerably reduced from initial Fiscal Year 1994 goals as a result of end strength constraints. Officer recruiting focused primarily on physicians, nurses, and warfare specialists, while enlisted recruiting strongly emphasized the need for hospital corpsman and construction battalion personnel skills. The narrowly targeted nature of Fiscal Year 1994 recruiting resulted in an extremely challenging environment for Naval Reserve recruiters.

The Marine Corps Reserve came within 3.5 percent of its authorized end strength of 42,200, even though attrition was higher than anticipated. The non-prior service recruiting requirement of 5,922 fell short by 45 people, yet 99 percent of the recruiting goal was met. The majority of the 45 personnel shortfall was for hard skill, highly technical military occupational specialties. This was primarily due to Base Realignment and Closure (BRAC) actions. The realignment of 3,500 support positions during November 1993 to March 1994 also affected manning.

The Air National Guard fell 572 officers and 3,541 enlisted personnel short of programmed strength levels for Fiscal Year 1994. The Air National Guard identified several factors that contributed to recruiting shortages:

- An uncertain projected force structure.
- Lack of training seats at Air Force technical schools.
- Base Realignment and Closure (BRAC) actions.
- Public perception that the military is not hiring.

The Air Force Reserve recruiting efforts are directly tied to manpower document vacancies. Fiscal Year 1994 reached an assigned strength of 79,621 of its authorized level of 81,500 (98 percent). Fiscal Year 1993 and Fiscal Year 1994 were affected by the reorganization of missions

and bases which made it difficult to identify valid vacancies for fill.

A detailed comparison of Fiscal Year 1994 strength objectives was not available for the Coast Guard Reserve. However, personnel downsizing provided an opportunity to target overpopulated positions for reductions. The Coast Guard Reserve recruited 39 personnel for 200 available quotas. Recruiting and other accession goals for Fiscal Year 1995 have been established based on each District's force requirements and funding authorizations.

### **Retention**

Retention is a cornerstone of personnel readiness. An effective retention program works in partnership with recruiting and helps the Reserve components achieve and maintain authorized staffing levels. Good retention results in significant cost savings as there is no need to constantly retrain new personnel. Reenlistment rates for Fiscal Year 1992 through Fiscal Year 1994 are shown in Table 3-10.

### **Medical Recruiting and Retention**

Reserve component physician strength reached its peak at the end of Fiscal Year 1990. Since that time, a significant decrease in new accessions steadily eroded the inventory of physicians in all of the Reserve components despite the use of Stipend, Loan Repayment, and Bonus Test programs. However, nurse recruiting objectives for Fiscal Year 1994 were met, except for nurse anesthetists. Enlisted medical end strength remains at or near current authorized levels in the Army National Guard, Army Reserve, and Air Reserve components, but has declined in the Naval Reserve. The retention rate for physicians in the Selected Reserve is consistent with pre-Operation DESERT STORM attrition experience. The lack of new accessions drives down the number of physicians assigned.

### **Attrition**

Some attrition, particularly at the end of the first term of enlistment and with retirement

qualified personnel, within the Reserve components is desirable. However, retention of adequate numbers of trained personnel is essential. A member lost from a Reserve unit is, however, not necessarily a loss to the military. Some personnel transition to the Active components, other Reserve components, the Individual Ready Reserve, or the Retired Reserve, where they continue to be a mobilization assets. Others return to their

component after a break of Reserve service. To track personnel losses, the Services should carefully monitor attrition rates, identify causes for losses, seek solutions, and implement appropriate programs.

Attrition rates for grades E-1 through E-5 and O-1 through O-3, compared with Fiscal Years 1992 and 1993, are listed in Table 3-11

**Table 3-10**  
**REENLISTMENT RATES**

<b>Component<sup>1</sup></b>	<b>First Term</b>				<b>Beyond First Term</b>			
	<b>FY92</b>	<b>FY93</b>	<b>FY94</b>	<b>Difference</b>	<b>FY92</b>	<b>FY93</b>	<b>FY94</b>	<b>Difference</b>
Army National Guard	53%	53%	49%	-4%	69%	70%	70%	0%
Army Reserve	88%	78%	74%	-4%	83%	82%	86%	4%
Naval Reserve	79%	84%	87%	3%	88%	91%	94%	3%
Marine Corps Reserve	83%	82%	77%	-5%	90%	85%	81%	-4%
Air National Guard	87%	86%	91%	5%	96%	96%	86%	-10%
Air Force Reserve	86%	81%	86%	5%	90%	95%	95%	0%
Coast Guard <sup>1</sup>								

Note:

1. Data not available for Coast Guard Reserve.

Source: The Reserve components.

Data as of September 30, 1994.

**Table 3-11**  
**ATTRITION RATES**

<b>Component</b>	<b>FY92</b>		<b>FY93</b>		<b>FY94</b>	
	<b>E1-E5</b>	<b>O1-O3</b>	<b>E1-E5</b>	<b>O1-O3</b>	<b>E1-E5</b>	<b>O1-O3</b>
Army National Guard	13%	14%	26%	13%	17%	6%
Army Reserve	34%	16%	40%	17%	56%	10%
Naval Reserve	22%	18%	24%	12%	14%	6%
Marine Corps Reserve	20%	1%	17%	<1%	22%	2%
Air National Guard	11%	5%	12%	5%	11%	5%
Air Force Reserve	16%	16%	18%	9%	20%	8%
Coast Guard Reserve	17%	5%	29%	8%	N/A	N/A

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.

Data as of September 30, 1994.

The Army National Guard reduced attrition by emphasizing command accountability, restructuring the recruiting and retention force to a strength maintenance force, creating attrition assessment teams, and providing training in retention via satellite broadcasts and mobile seminars.

The primary factors for attrition within the Army Reserve are unsatisfactory participation, voluntary reassignment to the Individual Ready Reserve, transfer to the National Guard, transfer to the Active component, and expiration of appointment or enlistment. Several personnel policy changes were implemented in an effort to curb the loss of Army Reserve personnel.

Family, job, and school conflict continued to be the major causes of attrition in the Naval Reserve. Additionally, the uncertainties associated with the ongoing drawdown within the military affect the Naval Reserve attrition rate.

The Marine Corps Reserve identified unsatisfactory participation, substance abuse, administrative actions, job conflict, and acceptance of appointment as the primary factors affecting attrition. Efforts to reduce attrition include promotion policy changes, establishing enlistment and reenlistment goals, and conducting studies designed to assess the overall attrition program

The major categories of losses from the Air National Guard are resignation, retirement, expiration term of service, and relocation from the state where assigned. The Air National Guard instituted an exit survey program to assess the reasons for attrition. This assessment is an ongoing process.

The most significant categories of unprogrammed attrition in the Air Force Reserve are elimination from basic military training, administrative discharge, reassignment to the individual ready reserve, voluntary reassignment, and expiration term of service. The Air Force Reserve tracks retention and loss activities by functional areas (operations, medical, civil engineering, maintenance, security police, transportation, and support) to show gains, losses, and reenlistment data. This process affords

functional management involvement and support to field organizations.

## **Military Personnel Policies and Programs**

### **Reserve Officer Personnel Management Act**

The *Reserve Officer Personnel Management Act* (ROPMA), literally years in the making, will significantly change officer personnel management in the Reserve components. The prime impetus is to make Reserve officer management practices as compatible as possible with Active component policies and practices in the areas of promotion, appointment, tenure, and separation. ROPMA will be effective on October 1, 1996 and is expected to have a major effect on retention patterns, promotions, and the quality of the Reserve component officer corps.

#### **ROPMA**

- requires Service Secretaries to maintain a single list of all Reserve officers who are in an active status and who are not on the active duty list. This list, which is in order of relative seniority, by competitive category, will be used to determine eligibility for consideration for promotion and for continuation or retirement for years of service;
- gives Service Secretaries flexibility to set promotion zones according to the needs of the Service, including an optional secondary zone, and competitive categories (such as, line officers, medical corps, chaplains);
- provides uniform separation procedures based on age, years of service, and promotion failure; and
- provides new authority to selectively continue or retire officers on the Reserve active status list.

Although the personnel policy provisions will not be effective until October 1, 1996, ROPMA provides DoD the authority to begin prescribing

regulations now. The DoD will be re-convening ROPMA working groups to determine the requirements and responsibilities for preparing the necessary implementing regulations.

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***The study will determine the real needs of DoD in this area and explore whether or not present policies and practices meet those needs.***

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### **Career Development Programs**

The Office of the Assistant Secretary of Defense for Reserve Affairs has contracted to perform a comprehensive study of professional military education (PME) for Reserve component officers. This project thoroughly reviews Service PME policies and practices regarding Reserve officers. The study will determine the real needs of DoD in this area and explore whether or not present policies and practices meet those needs. The effort is a major, five-phase project that was begun during Fiscal Year 1993. The early stages involve extensive interviewing, documentation, and data collection. Most of the Fiscal Year 1995 resources will move the project well into the important analytical phases of the work.

The Army National Guard implemented programs to align with those of the Army. Recommendations resulting from the Reserve Component Leader Development Action Plan, recent legislation regarding military and civilian education, and Title XI have been incorporated into policy and regulations. Military and civilian education requirements for promotion and retention have been made fully consistent with Army standards, and educational requirements for key leadership positions have increased. The Army National Guard was a participant in developing Army leader development standards. Programs are being

developed to ensure that personnel with leadership potential are identified early in their careers, reviewed annually by career boards, programmed for education courses, and promoted based on "best qualified" criteria. The Army National Guard Warrant Officer program manager, working through the Warrant Officer Leader Development Decision Network works with the Office of the Chief, Army Reserve and Training and Doctrine Command to ensure that professional development courses are developed and designed to accommodate the unique requirements of the Reserve component warrant officer.

The Army Reserve has numerous career development initiatives in progress. Several Army pamphlets pertaining to career development programs will provide guidance to Active and Reserve personnel on requirements for successful career management and leader development. The revision of Army Regulation 140-10 incorporates approved professional development issues to the Leader Development Action Plan and outlines desired operational assignments and military education levels to qualify individuals for assignment to key leadership positions. The development of "career maps" for Active Guard/Reserve personnel is another Army initiative. A "career map" identifies required training for officer, warrant officer, and enlisted promotions and provides an outline of assignments for career progression. The establishment of the Warrant Officer Education System mirrors the structure of existing military education systems of officers and noncommissioned officers.

The Marine Corps Reserve limits officer and many enlisted tours to three year tours. This ensures individuals are continuously rotated between units, IMA assignments, and the IRR. Also, the Marine Forces Reserve command approves all commanding officer positions and manages the assignment of senior non-commissioned officers in key positions. All Marine reservists are encouraged to apply for professional military education to enhance their career opportunities. Currently, the Marine Forces Reserve is conducting a Quality Management Board to examine all Reserve

career development programs, from training to assignment of its officers and enlisted personnel.

The Air National Guard follows Air Force policy concerning professional military education. All officers and enlisted members are required to complete the appropriate level of professional military education for their grade. Members lacking the requisite education will not be considered for unit vacancy promotions.

### **Personnel Management Information Systems**

There is considerable diversity in the plans, policy, procedures, and hardware each Service uses for personnel management.

The Army National Guard and Army Reserve plans to use the Reserve Component Automation System (RCAS) for full-time unit personnel. The principal RCAS external interface for Army National Guard military personnel data is with the Total Army Personnel Data Base-Guard (TAPDB-G). The exchange of electronic personnel records among the Active component, Army National Guard, and Army Reserve in peace and during mobilization is performed by the Inter-Component Data Transfer (ICDT) software on TAPDB. The ICDT supports single source gains by transferring the accession record created in the Army Recruiting and Accession Data System through the component TAPDB to the appropriate field personnel system (i.e., RCAS). The ICDT will also move electronic records between components during periods of mobilization and contingency operations. RCAS supports data standardization, a DoD Corporate Information Management (CIM) initiative.

During Fiscal Year 1994, the Army Reserve transitioned to a single source personnel system. This system, Total Army Personnel Database-Reserve (TAPDB-R), eliminated the need for maintaining various personnel systems to support the total Army Reserve community such as the Individual Ready Reserve, Individual Mobilization Augmentee program, and the Troop Program Units. The Standard

Installation/Division Personnel System-Army Reserve will continue to transmit unit personnel data to TAPDB-R until the RCAS interface is fully developed and fielded. TAPDB-R fits the Army's automation architecture of having a single source personnel system to support a central database for all three Army components under a TAPDB-Core. TAPDB-R will serve as the single source data repository. TAPDB-R will also serve as the primary source of Army Reserve personnel data to support the personnel/pay system interface and Reserve retirement repository.

The Naval Reserve uses the Reserve Standard Training Administration and Readiness Support (RSTARS) system for personnel management. Various RSTARS packages are used for medical, mobilization, training requirements, readiness information, assignment actions, training plans, and school management. The Command Integrated Recruiting Information Management Support (CIRIMS) system supports the Naval Reserve recruiting mission. CIRIMS provides the Naval Reserve Recruiting Command a means of accessing the best qualified person to meet the Naval Reserve end strength requirement. It is planned for implementation in February 1995.

During Fiscal Year 1994, the Naval Reserve and the Active Navy began designing and developing a single Source Data Collection (SDC) system capable of supporting all Active, Reserve, and Retired Navy personnel from a common workstation. Personnel data will be forwarded to the corporate Navy military personnel database, an integrated personnel database of all active, Reserve, and retired Navy personnel. This SDC system will also collect pay-related data by interfacing with the Defense Finance and Accounting Service.

The Marine Corps Total Force System (MCTFS) has been in effect since 1992. It combines the integrated pay and personnel systems of the Active and the Reserve components into a single system. The system

will become fully operational in November 1994 and will have the following capabilities:

- **Integrated file structure.** MCTFS will be based upon a common, integrated MCTFS Master File containing member information regardless of component (i.e., active, Reserve, or retired).
- **Common data definitions.** MCTFS will incorporate common data definitions (structure, type, and meaning) based on existing or anticipated standards.
- **Common input processes.** MCTFS will have common unit reporting procedures on all active, Reserve, and retired Marines.
- **Common feedback processes.** Transaction status reporting processes for reporting units will use common feedback reports/files regardless of reporting unit component.
- **Consolidated transaction processing.** Transaction processing will be consolidated into a single, daily MCTFS cycle.

The Air National Guard and Air Force Reserve Personnel Data Systems are a fully integrated, Total Force system that provides support to the Active component and the Air Reserve components. The major emphasis is on five categories of basic functions: maintaining accurate strength data, providing personnel data to commanders, coordinating and recording information to ensure timely and accurate movement and reception of personnel, supporting the force to maintain force levels for prolonged periods, and meeting the legal, fiscal, morale, and informational needs of members of the Active and Reserve components. The Air Reserve components are full participants in the Air Force modernization and the DoD Corporate Information Management initiatives.

The Coast Guard's Reserve Personnel Information Management System was merged with the Active component Personnel Management System in 1988. In 1992, the

Reserve personnel allowance list, consisting of mobilization positions for contingency operations, was placed in the same operating environment as the Active personnel allowance list. Resources permitting, all requirements will be merged in Fiscal Year 1995. Work is underway to expand the Reserve component detailing and assignment system. This will increase overall readiness by facilitating the integration of reservists into Coast Guard operations and improving backfill capability. The Coast Guard has participated in DoD CIM initiatives to standardize data requirements on inter-Service transfers.

### Civilian Skills Information Database

Most Reserve component personnel are employed full-time in nonmilitary positions and serve part-time in one of the Reserve components. Some have civilian job skills and/or civilian education and training that are applicable to military requirements, such as linguists and civil affairs. Several of the Reserve components maintain a database which contains information on civilian acquired skills. Such information is particularly important during periods of mobilization.

The Army National Guard personnel system stores occupation and language information that could be used to identify Army National Guard soldiers who have civilian acquired skills or additional language skills. TAPDB-G has the capability to store language proficiency and military occupational specialties awarded under the civilian acquired skills program. The capability will exist in RCAS.

The Army Reserve Total Army Personnel Data Base-Reserve/CORE contains data elements for recording language, civilian acquired skills. Under a initiative lead by Office of the Deputy Chief of Staff for Intelligence, all Army components will begin gathering data on native born linguists and to identify those soldiers who claim a language ability but who have not been tested. Provisions are in place for the Defense Language Institute to administer an oral test via a toll-free number in response to a requirement to support contingency operations.

The Naval Reserve's Civilian Occupational Skills database has been expanded significantly. It lists any foreign language skills, additional job skills, and assorted hobbies that may be useful for mobilization.

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***Access to the separated member's medical records by the VA is required for expeditious determination of eligibility for appropriate benefits.***

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The Marine Corps Reserve maintains the Professional Management (PROMAN) System on parts of its Ready Reserve. PROMAN is a database of unique information that is not stored in the Marine Corps Total Force System.

The Air National Guard maintains current civilian skills data on civilian airline experience including civilian rating, type aircraft, and airline of employment.

The Air Force Reserve has a Civilian Skills Data Bank. Data is gathered from Individual Mobilization Augmentees and Reinforcement Designees to be used for call-up or special projects and assignments. This information consists of skills or experience acquired since separation from active duty. Some of the information requested includes occupation, employer, and language capability.

The Coast Guard Reserve civilian skill data is accessible through the personnel data base.

#### **Medical Records to Veteran's Administration**

In August 1991, Congress expressed a concern about the process among the Services for

transferring medical records of separating members to the Department of Veterans Affairs (VA). Access to the separated member's medical records by the VA is required for expeditious determination of eligibility for appropriate benefits. A DoD/VA Medical Records Transfer Task Force was established as part of a Corporate Information Management initiative. The effort focused on improving the VA access to medical records to ensure that veterans receive their benefits. The Army began the test in October 1992 by transferring records of members separating from active duty directly to the VA Service Medical Records Center (SMRC) in St. Louis, Missouri. In September 1993, a formal records recall test was conducted at SMRC. A 95 percent return rate within a 48-hour period was established as a "measure of success" for a return of medical records to DoD. The SMRC provided 98 percent of the requested records within the specified time. The Navy implemented the direct transfer in January of 1994 and on May 1, 1994, the Air Force began its direct transfer. At the request of the Marine Corps, the VA has been making copies of all its medical records and forwarding them to the Marine Corps Reserve Support Command.

#### **Montgomery GI Bill**

More than 184,700 individuals are participating in the Montgomery GI Bill-Selected Reserve. Since the inception of the program, there have been over 349,900 National Guardsmen and Reservists who have applied for educational assistance. At the end of Fiscal Year 1994, 37 percent of all members currently eligible for educational assistance had actually applied to receive benefits.

Participation in the Montgomery GI Bill program requires an obligated term of service in the Selected Reserve of at least six years. One measure of the value of the program is its effect on the number of six-year enlistments. Since its beginning, accessions with six-year or greater terms of service have steadily increased. The proportion of accessions without prior military service electing six-year terms increased from 39 percent of Selected Reserve



accessions in Fiscal Year 1985, to 65 percent in Fiscal Year 1994. While other factors play a role in a member's decision, there is no doubt that the Montgomery GI Bill is a significant factor in the decision to enlist for six years or longer.

Closely related as a measure of the impact of the Montgomery GI Bill is its effect on retention. An analysis of available data indicates that the Montgomery GI Bill-Selected Reserve plays a particularly important role with respect to retention, especially for the first six years of a Reservist's military affiliation. This was confirmed by the analysis conducted by the Sixth Quadrennial Review of Military Compensation and the RAND Corporation.

The *National Defense Authorization Act for Fiscal Year 1994* expanded Montgomery GI Bill provisions to include participation in programs of instruction beyond the baccalaureate degree for members of the Selected Reserve.

During Fiscal Year 1994, a comprehensive Corporate Information Management Business Improvement project on the Montgomery GI Bill-Selected Reserve was completed. This major effort was intended to improve the total process of managing this administratively complex program. Improvements in many program areas were identified. Implementation of these improvement opportunities began immediately and is ongoing.

Enrollment in the Montgomery GI Bill-Selected Reserve is shown in Table 3-12.

**Table 3-12**  
**MONTGOMERY GI BILL-SELECTED RESERVE**

<u>Component</u>	<u>Eligible<sup>1</sup></u>	<u>Applicants<sup>2</sup></u>	<u>Percentage of Participation</u>
Army National Guard	198,435	71,491	36.0%
Army Reserve	95,773	40,023	41.8%
Naval Reserve	39,920	14,395	36.1%
Marine Corps Reserve	24,140	13,958	57.8%
Air National Guard	74,640	26,297	35.2%
Air Force Reserve	58,039	14,677	25.3%
Coast Guard Reserve	<u>4,478</u>	<u>1,495</u>	<u>33.4%</u>
Total	495,425	182,336	36.8%

Notes:

1. Applicants who are currently eligible.

2. Number of current and former Selected Reservists who retain eligibility.

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.  
Data as of September 30, 1994.

### **Dental Panoramic Radiographs / DNA**

Department of Defense policy requires a dental panoramic x-ray to be completed by each Selected Reserve member and a duplicate copy to be filed at the Central Panograph Storage Facility in Monterey, California.

As of September 30, 1994, the percentage of personnel having acceptable duplicate x-rays on file was:

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<u>Component</u>	<u>Panographs on File (%)</u>
Army National Guard	93.0%
Army Reserve	92.0%
Naval Reserve	88.8%
Marine Corps Reserve	94.0%
Air National Guard	88.0%
Air Force Reserve	69.0%
Coast Guard Reserve	27.9%

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To correct the shortage of duplicates on file, the Reserve components are using reports developed by the Defense Manpower Data Center to track panograph completions and to provide progress reports directly to units. Although an overall improvement occurred during Fiscal Year 1994, added emphasis to reach 100 percent compliance with this requirement is needed.

At some future time, deoxyribonucleic acid (DNA) profile analysis is expected to replace the panoramic x-ray. A DNA sample consists of a drop of blood and a saliva sample. The sample is catalogued and stored at the Armed Forces DNA Repository. A DNA "fingerprint" is unique to an individual. The one-time cost to collect a sample, a near 100 percent accuracy, and speed of retrieval for casualty identification are among the advantages of the DNA collection program.

Department of Defense directed the Services to establish a program to collect specimens from Service members. The Army Surgeon General is the DoD executive agent for the program. The

first phase of specimen collection began in April 1993. Specimen collection will become part of the physical examination. A database has been created and data is being passed to the Defense Manpower Data Center where it is entered into the Defense Eligibility Enrollment System (DEERS). At the installation level, the medical facility or personnel office having DEERS access will be able to determine whether a DNA specimen has been collected.

### **Uniformed Services Employment and Reemployment Rights Act**

*The Uniformed Services Employment and Reemployment Rights Act (USERRA)* will improve employment and reemployment rights for veterans and Reservists. It is especially important to members of the National Guard and Reserve since it will eliminate distinctions in the rights provided under current law that are based on categories of persons or types of duty. The purpose of the USERRA is to ensure that members of the Armed Forces, and their Reserve components, upon completion of their military duty, are entitled to return to their civilian employment with the seniority, status, and rate of pay they would have attained if they had remained continuously employed with their civilian employer. The law also protects Reserve component personnel against discrimination in their civilian employment because of their military obligation. The USERRA retains the fundamental rights contained in the prior law. The USERRA, an amendment to Title 38, was signed into law on October 13, 1994. It extends, clarifies, and strengthens the *Veterans' Reemployment Rights Act* by

- expanding coverage to specifically include the Public Health Service, and other categories designated by the President in time of war or emergency;
- placing a five-year limit (previous limit was four years) on the cumulative length of time that a person may serve in military service and remain eligible for reemployment rights with the pre-service employer;

- requiring an individual to give advance written or verbal notice to his/her employer prior to departure for military service;
- establishing time limits for reporting back to employment after service, based on the length of time in the uniformed service, rather than on the type of service, and requiring documentation of such service, if requested and available;
- providing for the continuation of civilian employer health insurance without additional cost to the member for absences of 30 days or less, and, for longer periods of service, at the servicemember's request, for an 18-month period, with payment of 102 percent of the full premium by the servicemember; and
- requiring that a member's service not be considered a break in employment for pension benefit purposes, and providing that the person's service shall be protected for vesting and benefit accrual purposes.

### **Tax Incentives and Mobilization Insurance**

The Office of the Assistant Secretary of Defense for Reserve Affairs initiated legislation intended to provide tax incentives for self-employed Reservists or employers of Reservists and mobilization insurance for Reservists who are activated for duty, either voluntarily or involuntarily. This tax incentive would complement the USERRA legislation by providing incentives for the employer who might face short term hardships when the employee/reservist is involuntarily called to serve. The same incentives would be put in place for self-employed Reservists who could face loss of income should they be activated. As an additional protection, mobilization insurance was proposed for Reservists who might face a reduction in income during a mobilization.

### **Employer Support**

The National Committee for Employer Support of the Guard and Reserve (NCESGR) promotes cooperation and understanding

between Reserve component members and their civilian employers. Employer support is critical to a successful National Guard and Reserve program. NCESGR urges Reserve commands and units to actively address employer concerns about Reserve component duty requirements.

The NCESGR has more than 4,200 volunteers throughout 55 state, territorial, and District of Columbia committees and conducts various programs to enhance employer support. The "Bosslift" program provides employers the opportunity to visit National Guard and Reserve training sites and observe military activities of their Reservist-employees. The "Mission One" program provides a dedicated, trained volunteer at every National Guard and Reserve training site nationwide to extend the grassroots effort to communities, provide information about NCESGR services and programs, and obtain information about local employment policies. The NCESGR ombudsman, through a toll-free hotline, provides information, informal mediation, and referrals in employer conflicts and trains ombudsman at the state level.

The NCESGR is not an enforcement agency and does not offer legal counsel or advice; however, many employer-employee conflicts have been resolved at this level, without referral to the Department of Labor.

The NCESGR manages an awards program to recognize employers, volunteers, and others who provide support to National Guard and Reserve members and units. National Guard and Reserve members and units can recognize their employers by nominating them for the "My Boss is a Patriot" certificate.

### **Family Support Programs**

During the Persian Gulf crisis, the importance of family readiness programs was clearly demonstrated. Since that time, the Reserve components have enhanced their family programs considerably. To further these efforts, a Corporate Information Management business process analysis was conducted. The objective was to document the essential elements of family readiness in the National Guard and Reserve.

Based on insights gained from the Corporate Information Management project, the first ever DoD guidance on Reserve family readiness was developed and coordinated in DoD Instruction 1342.23. This document established baseline requirements for all Services. The DoD Instruction encourages commanders at all levels to support Total Force joint-Service family readiness efforts in maximizing regional cooperation, planning, and information sharing. Capabilities found in the Services, other Federal agencies, state and local agencies, and volunteer organizations will be used and consulted often.

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***During the Persian Gulf crisis, the importance of family readiness programs was clearly demonstrated.***

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The Army Reserve has a new program to enhance family readiness for all members of America's Army—the Army Family Team Building (AFTB) program. The AFTB provides education in a wide variety of knowledge, skills, and behaviors that fosters personal and family preparedness to enhance overall Army readiness. This is a program for family members by family members and remains focused on family needs. Completion of family care mobilization plans is required for drilling Army reservists during mobilization exercises, alerts, annual training and other unit activities

In September 1993, the first Naval Reserve ombudsman was appointed. The appointment called for establishing and maintaining a network of field ombudsmen capable and ready to provide expedient, credible support to Naval Reserve families. In March 1994, the Naval Reserve launched an ombudsman training program onboard Naval Support Activity New Orleans. This week-long course provided training in the unique requirements that will have to be met by Reserve ombudsmen during mobilization. Family mobilization care plans are required for all single parents and dual military families in the Naval Reserve.

Besides the current Family Readiness Support program and the development of the Key Coordinator's Handbook and Key Volunteer Handbook, three new training guides have been developed and distributed by the Marine Corps Reserve. A fourth training guide, the Key Volunteer Network Training Guide, is being developed. The new training guides allow the on-site key volunteer coordinator to organize or conduct training, as required. The Reserve Training Center Mobilization Teams concept was implemented on November 22, 1993. The teams provide site maintenance and direct family support during mobilization. Ninety percent of the family care mobilization plans were completed during Fiscal Year 1994.

The Air National Guard assigned family support responsibilities to the full-time retention NCO at each flying unit. One hundred percent of the family care mobilization plans have been completed.

The Air Force Reserve hired full-time civilians to administer the family support program at Air Reserve Stations. At Reserve units located on Air Force-owned bases, full-time civilians have been assigned collateral duty responsibilities to administer the program. Families are being briefed regularly regarding benefits and entitlements. Information pertaining to family care and responsibilities to IMAs is provided through the *IMA Guide* and *IMA Update* newsletters. Non-participating reservists and retirees are kept informed through a newsletter entitled *PIM FLYER*.

Upon mobilization, a Coast Guard Reserve member/family will become eligible for the Coast Guard's Work-Life program. A pre-mobilization packet has been developed which includes information on mobilization issues, checklists for pre-mobilization preparedness, and other pertinent information.

#### **Individual Ready Reserve Screening**

The Individual Ready Reserve (IRR) personnel who are required for mobilization participate in

an annual IRR screening, either by mail survey or by physically reporting to a pre-determined screening location. Screening is valuable in managing IRR personnel, for testing mobilization procedures, and as a recruiting tool to provide information about opportunities for service in the Selected Reserve.

The following information concerning the screening was presented at the IRR Conference on November 2, 1994 by Service representatives:

### Individual Ready Reserve Screening

	<u>USAR</u>	<u>USNR</u>	<u>USMCR</u>
IRR Total	412,235	195,614	68,000
# Screened	12,560	22,528	15,141
% Screened	3%	12%	22%
Method	In-Person	Survey	In-Person

	<u>USAFR</u>	<u>USCGR</u>	<u>Total</u>
IRR Total	105,877	9,193	790,919
# Screened	6,782	9,193	66,204
% Screened	6%	100%	N/A
Method	In-Person	Survey	N/A

The Services have improved mail screenings and internal controls for the update of Reserve Component Common Personnel Data System (RCCPDS).

## Equal Opportunity

### Women in the Reserve Components

The Department of Defense has made significant progress in expanding the role of women in the Armed Forces. Women comprise 14.3 percent of the Reserve components, compared to 11.6 percent for the Active components. Table 3-13 shows the assigned strength for women along with their contribution to the overall strength.

Table 3-14 depicts the relative growth in assigned strength of women in the Selected Reserve from Fiscal Year 1980 to date. This growth was made possible as the Services widened opportunities for women to be assigned to an ever-growing number of skills and positions.

**Table 3-13**  
**WOMEN IN THE RESERVE COMPONENTS**

<u>Component</u>	<u>Officers</u>			<u>Enlisted</u>			<u>Total</u>	<u>% Force</u>
	<u>Selected Reserve</u>	<u>IRR/ING</u>	<u>Officer Total</u>	<u>Selected Reserve</u>	<u>IRR/ING</u>	<u>Enlisted Total</u>		
Army National Guard	3,614	69	3,683	27,979	628	28,607	32,290	8.0%
Army Reserve	11,484	13,656	25,140	44,554	52,076	96,630	121,770	18.1%
Naval Reserve	3,481	3,652	7,133	14,770	21,296	36,066	43,199	14.3%
Marine Corps Reserve	217	273	490	1,251	3,351	4,602	5,092	4.7%
Air National Guard	1,652	N/A	1,652	14,075	N/A	14,075	15,727	13.9%
Air Force Reserve	3,749	4,192	7,941	11,892	16,256	28,148	36,089	20.2%
Coast Guard Reserve	97	49	146	829	1,004	1,833	1,979	12.1%
Total	24,294	21,891	46,185	115,350	94,611	209,961	256,146	14.3%

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1994.

**Table 3-14**  
**WOMEN IN THE READY RESERVE**  
**(Historical Perspective)**

<u>Component</u>	<u>1980</u>		<u>1992</u>		<u>1993</u>		<u>1994</u>	
	<u>Strength</u>	<u>% of Force</u>	<u>Strength</u>	<u>% of Force</u>	<u>Strength</u>	<u>% of Force</u>	<u>Strength</u>	<u>% of Force</u>
Army National Guard	16,758	4.5%	32,604	7.7%	32,108	7.7%	32,290	8.0%
Army Reserve	35,875	8.3%	126,878	15.5%	125,120	17.5%	121,770	18.1%
Naval Reserve	8,677	4.0%	40,589	14.2%	40,814	14.1%	43,199	14.3%
Marine Corps Reserve	1,563	1.7%	5,282	4.8%	5,427	4.9%	5,092	4.7%
Air National Guard	8,270	8.6%	15,948	13.4%	15,939	13.6%	15,727	13.9%
Air Force Reserve	8,906	6.1%	37,735	19.4%	38,577	20.0%	36,089	20.2%
Coast Guard Reserve	1,122	5.2%	2,256	12.3%	2,097	12.0%	1,979	21.1%
Total	81,171	5.9%	261,292	13.9%	260,082	14.1%	256,146	14.3%

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.  
Data as of September 30, 1994.

The Secretary of Defense announced July 29, 1994 that effective October 1, 1994, the Services will open more than 80,000 additional positions for women. By increasing the numbers of units and positions available to women, the Services gain greater flexibility in the development and use of human resources. With these policy changes, 67 percent of the jobs in the Army and 62 percent of the jobs in the Marine Corps will now be open to the assignment of women. Table 3-15 depicts the growth in the numbers of positions open to women since April 1993.

As a result, 92 percent of the career fields and over 80 percent of the total positions in the Department of Defense will be open to women. Units and positions opened include Army Brigade and Marine Corps Air/Ground Task Force (MAGTF) Headquarters, Air Defense Artillery Battalion Headquarters, and various other combat support and combat service support positions. Table 3-16 depicts percentages of career fields and positions open to women.

#### Minorities in the Reserve Components

The numerical status of minorities in the Reserve components is indicated in Table 3-17.



**Table 3-15**  
**POSITIONS OPENED SINCE APRIL 1993**  
**(Women)**

<b>Service</b>	<b>Phase I: Open Combat Aviation and Expanded Naval Non-combatants Apr 28, 1993</b>	<b>Phase II: Open Combatant Vessel</b>	<b>Phase III: Open Ground Assignments</b>	<b>Totals</b>
Army <sup>1</sup>	9,000	NA	32,699	41,699
Navy	8,920	135,580	NA	145,500
Marine Corps	11,000 <sup>2</sup>	NA	48,000 <sup>3</sup>	59,000
Air Force <sup>1</sup>	13,000	NA	NA	13,000
DoD Total	41,920	136,580	80,699	259,199

## Notes:

1. Army and Air Force numbers include Active duty, National Guard and Reserve; Navy and Marine Corps numbers do not.
  2. Reflects opening of combat aviation and force structure changes.
  3. Reflects opening of combatant vessels and ground assignments.
- Sources: Under Secretary of Defense for Personnel and Readiness.  
 Data as of September 30, 1994.

**Table 3-16**  
**CAREER FIELDS AND POSITIONS NOW**  
**OPEN TO WOMEN**  
**(Overall Percentage)**

<b>Service</b>	<b>% Career Fields Available</b>	<b>% Positions Available</b>
Army	91%	67%
Navy	96%	94%
Marine Corps	93%	62%
Air Force	99%	99%
Coast Guard	100%	100%

Source: Under Secretary of Defense for  
 Personnel and Readiness.  
 Data as of September 30, 1994.



**Table 3-17**  
**MINORITIES IN THE READY RESERVE**

	<u>White</u>	<u>Black</u>	<u>Asian/ Pac Islander</u>	<u>Am Indian/ Alask Native</u>	<u>Unknown/ Other</u>	<u>Total</u>	<u>Hispanic<sup>1</sup></u>
<b>Army National Guard</b>							
Male	300,637	54,193	3,723	2,419	10,434	371,406	23,967
Female	21,614	8,977	331	359	1,009	32,290	1,729
Unknown					2	2	
Total	322,251	63,170	4,054	2,778	11,445	403,698	25,696
<b>Army Reserve</b>							
Male	399,392	107,340	7,458	2,866	32,920	549,976	28,682
Female	70,245	41,678	1,628	716	7,503	121,770	5,251
Unknown	51	17			277	345	77
Total	469,688	149,035	9,086	3,582	40,700	672,091	34,010
<b>Naval Reserve</b>							
Male	215,448	29,544	4,274	903	9,867	260,036	15,366
Female	33,002	7,432	609	250	1,906	43,199	2,601
Unknown	2	1			3	6	
Total	248,452	36,977	4,883	1,153	11,776	303,241	17,967
<b>Marine Corps Reserve</b>							
Male	78,804	14,137	1,635	754	7,928	103,258	9,118
Female	3,495	1,122	58	65	352	5,092	380
Total	82,299	15,259	1,693	808	8,280	108,350	9,498
<b>Air National Guard</b>							
Male	86,924	6,975	2,059	397	1,505	97,860	4,601
Female	12,748	2,333	250	94	302	15,727	700
Total	99,672	9,308	2,309	491	1,807	113,587	5,301
<b>Air Force Reserve</b>							
Male	117,151	16,798	125	35	8,270	142,379	5,475
Female	26,873	6,972	40	12	2,192	36,089	1,168
Unknown	1					1	
Total	144,025	23,770	165	47	10,462	178,469	6,643
<b>Coast Guard Reserve<sup>2</sup></b>							
Male	12,885	567	193	113	638	14,396	Unknown
Female	1,595	203	42	34	105	1,979	Unknown
Total	<u>14,480</u>	<u>770</u>	<u>235</u>	<u>147</u>	<u>743</u>	<u>16,375</u>	<u>Unknown</u>
<b>Total</b>							
Male	1,211,241	229,554	19,467	7,487	71,562	1,539,311	87,209
Female	169,572	68,717	2,958	1,530	13,369	256,146	11,829
Unknown	54	18	0	0	282	354	77
Total	1,380,867	298,289	22,425	9,017	85,213	1,795,811	99,115

Note:

1. Figures for Hispanics are the sum of Hispanics reported in each racial/ethnic category.

2. Coast Guard Reserve Hispanics are not included in the other racial/ethnic categories.

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Coast Guard.

Data as of September 30, 1994.



## Compensation and Personnel Benefits

### Military Pay

Prompt and accurate military pay has long been a challenge for the Reserve components. There have been several innovations since Fiscal Year 1993.

The Army National Guard and the Army Reserve requested that the Defense Finance and Accounting Service (DFAS) keep Reserve component personnel on the Defense Joint Military Pay System-Reserve Component (DJMS-RC) file during mobilization. For the last 18 months, all non-mobilized members of the Army National Guard and Army Reserve personnel received pay support from the DJMS-RC. Most of the problems associated with past mobilizations were the result of accessing Army National Guard and Army Reserve personnel to the Active component pay system and then transferring them back to the Reserve pay system. DJMS-RC was designed to provide "cradle to grave" support.

The Naval Reserve plans for an automatic transfer of individual pay records from Reserve pay system to the Active component pay system. To facilitate this action, the Naval Reserve will pre-stage personnel records electronically to the supporting Personnel Support Office.

The Marine Corps Reserve consolidated the Reserve component pay system with the Active component pay system into the Marine Corps Total Force System. This resulted in timely interaction/sharing of information.

The Air National Guard identified several items that will reduce pay problems for members of the Air National Guard for future mobilizations. First, Air National guardsmen will not be mobilized into the Active component pay system. The records will be maintained in the Reserve component system where the Reserve payroll office will continue to monitor and control pay and entitlements. Secondly,

DFAS-Denver is programming and testing a personnel and pay interface in the event of mobilization.

Air Force Reserve pay problems during Operations DESERT STORM revolved around the prior mobilization philosophy that called for moving personnel and pay records onto the Active component system. Current policy states that, for the Air Force, the records will remain on the Reserve personnel and pay systems up through partial mobilization.

Since 1992, the Active component's Joint Uniform Military Pay System (JUMPS) has been expanded to include the pay and allowances of all Coast Guard members—Active and Reserve.

### Drill Pay

The average elapsed time from drill attendance to receipt of drill pay in the Army National Guard is 13 days. At present the average elapsed time from drill to pay day has been reduced by 66 percent from previous years. As of September 30, 1994, 94 percent of the Army National Guard are participating in the Direct Deposit Program.

The average elapsed time from drill attendance to receipt of drill pay for Army Reserve soldiers is 10 to 13 days. The direct deposit participation was 76 percent.

The Naval Reserve continues to enroll eligible reservists in the Direct Deposit Program. Enrollment in the program greatly reduces pay problems and better serves the member and family.

The Marine Corps Reserve has 86 percent of its personnel enrolled in the Direct Deposit Program, an increase of 18 percent over Fiscal Year 1993. The average elapsed time from drill attendance to receipt of drill pay is 7 to 15 days. Beginning January 1995, Reserve payrolls will

be produced weekly for payment the following week.

The number of days from drill attendance to receipt of drill pay in the Air National Guard is 10 to 14. The direct deposit enrollment rate is over 98 percent.

The average elapsed time from drill attendance to receipt of drill pay in the Air Force Reserve is 11 days. The standard is to process all transactions within two workdays. The Air Force Reserve Unit Training Assembly Processing System (UTAPS) makes the process of signing in for training assemblies easier and faster and reduces the manual workload required in processing payroll. Approximately 96 percent of Air Force reservists participate in the Direct Deposit Program.

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***These initiatives are intended to ensure that Selected Reservists who involuntarily separated...are treated fairly and equitable for their service.***

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The Coast Guard Reserve does not specifically measure the elapsed time it takes for reservists to receive drill pay. During fourth quarter Fiscal Year 1995, an automated pay system will be introduced nationwide allowing direct electronic entry of the monthly Unit Attendance Record data. Ninety-eight percent of Selected Reserve members are enrolled in the Direct Deposit Program.

#### **Reserve Component Transition Initiatives**

Transition initiatives approved by the Secretary of Defense and implemented by the Department include the following:

- **Special Separation Pay:** A member of the Selected Reserve who has 20 or more years of service, who has qualified for retirement upon reaching age 60, but who is not yet 60 and who is involuntarily separated will qualify for special separation pay upon transfer to the Retired Reserve.
- **Early Qualification for Retired Pay:** A member of the Selected Reserve who has completed more than 15 qualifying years of service but less than 20, and who is involuntarily separated, will be eligible for retired pay at age 60.
- **Separation Pay:** A member of the Selected Reserve who is involuntarily discharged or transferred from the Selected Reserve and who has between 6 and 15 years of service.
- **Commissary and Exchange Privileges:** A member of the Selected Reserve who is involuntarily discharged or transferred from the Selected Reserve will be authorized continued use of commissary and exchange stores under the Selected Reserve program for a period of two years from the date of their involuntary separation or October 23, 1992, whichever is later.
- **Montgomery GI Bill Benefits:** A member of the Selected Reserve who has received a notice of eligibility and who is involuntarily separated from the Selected Reserve between October 1, 1991 and September 30, 1999, will remain eligible for educational assistance for a 10-year period beginning on the date of initial eligibility.
- **Priority Placement:** Members of the Selected Reserve whose units or positions are inactivated will be given priority for affiliation in other Selected Reserve units or positions.

These initiatives are intended to ensure that Selected Reservists who are involuntarily separated

during the force reduction transition period are treated fairly and equitably for their service.

In addition, the following active duty voluntary separation incentives have been approved for use where needed to assist National Guardsmen and Reservists serving on full-time duty in support of the Guard and Reserve:

- **Temporary Early Retirement Authority (TERA):** Reserve members serving on active duty or full-time National Guard duty who have completed 15 or more years of active service and who meet specified grade, skill, years of service, and other eligibility criteria established by the Secretary of the Military Department may be eligible for early retirement.
- **Voluntary Separation Incentive (VSI) and Special Separation Benefit (SSB):** The

*National Defense Authorization Act for Fiscal Year 1993* extended the authority to pay VSI and SSB to Reserve members serving on active duty or full-time National Guard duty who have completed six or more years of full-time service and who would not, upon separation, be immediately eligible for retired pay, if required.

These incentives are used to balance and shape the Reserve forces by ensuring it includes the proper mix of age, grade, skills, and experience.


Transition initiatives were designed to assist Reserve members who, through no fault of their own, were being forced from Selected Reserve duty. Typically, this resulted when their assigned unit was reorganized or eliminated.



### **Incapacitation Pay**

If a Guardsman or Reservist is injured while in Reserve status, he or she may be eligible for incapacitation pay. Prompt receipt of incapacitation pay is dependent on prompt initiation of a Line of Duty (LOD) determination. Military medical facilities have primary responsibility for initiating LODs; however, if the member is not treated at a military facility or if the military medical personnel providing

treatment are not aware of LOD requirements, problems can occur.

Each Reserve component experiences some problems with the incapacitation pay process. The Army National Guard and Army Reserve ensure commanders are aware of their responsibilities. The Air National Guard and Air Force Reserve directs senior level attention, to include establishing Process Action Teams, to resolve incapacitation pay issues. 

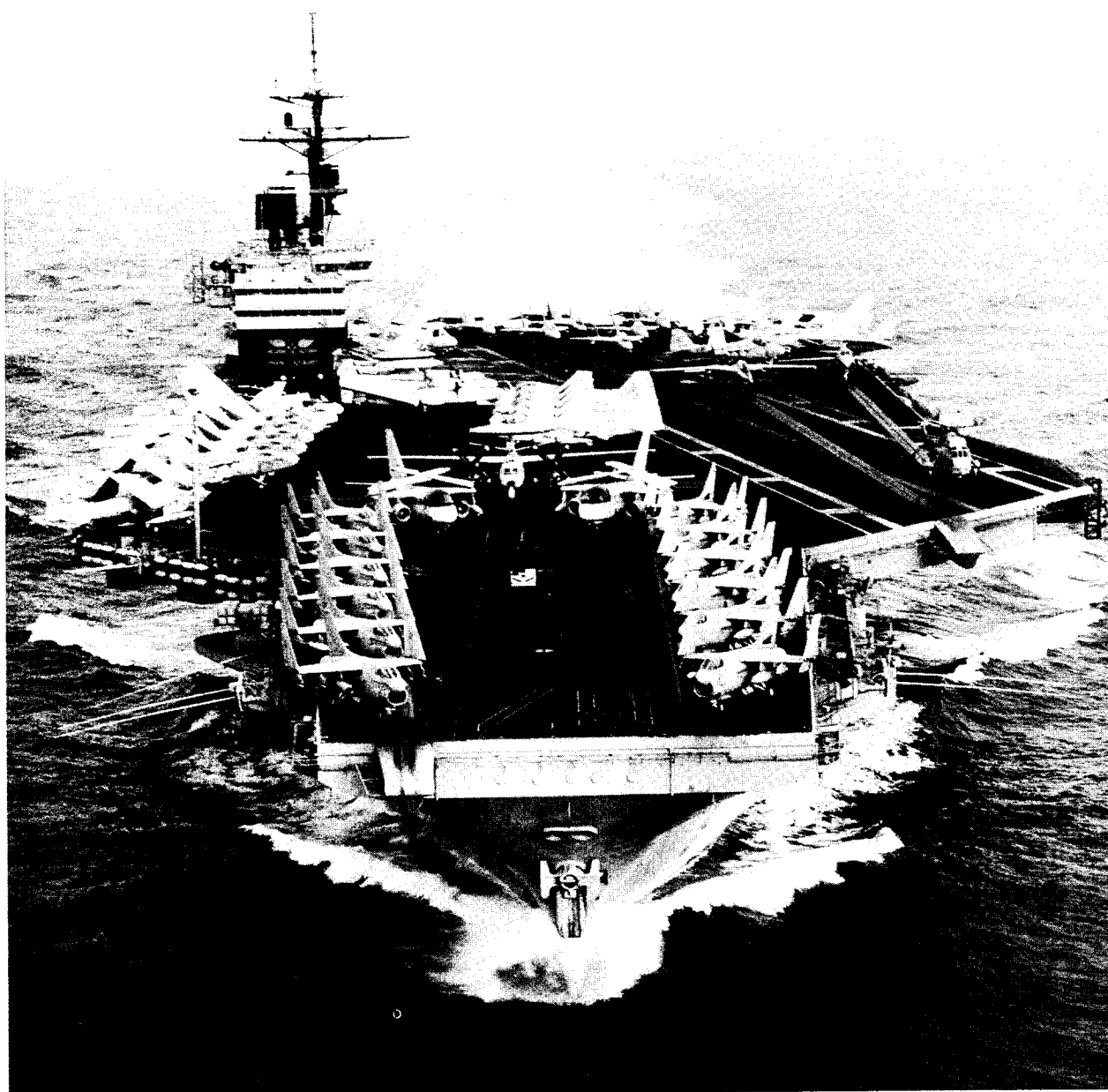
# *Training and Readiness*

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*"Our state-of-the-art readiness initiatives will ensure that we maintain readiness as we downsize and restructure."*

*Honorable Edwin Dorn,  
Undersecretary of Defense for  
Personnel and Readiness*

4



## Introduction

**T**raining is the cornerstone of readiness. It is the critical element in maintaining an effective and ready Guard and Reserve force. If Reserve component forces are to be ready to reinforce, sustain, and replace Active component forces, they must be manned, equipped, trained, and sufficiently integrated with the Active components. The Reserve components must constantly focus on new ways to improve readiness through peacetime support of operational missions.

Achieving DoDs overall goal of a force ready to fight for the future requires an ongoing commitment to training and resourcing Reserve components by the Active and Reserve components. Diminishing training and travel funding means less peacetime support to gaining commands and will reduce associated readiness benefits.

## Readiness

Readiness to fight remains the first priority of the Reserve components. However, flexible peacetime readiness requirements for Reserve components is much different today than the post-Cold War period. Lower levels of defense spending and reduced force structure require efficient and effective change to allow the Reserve components to accomplish more with less.

Reserve components will be required to implement new readiness approaches that break the old Cold War readiness paradigms. The Reserve components' commitment to excellence will continue to overcome those factors that inherently reduce readiness.

To compensate for a smaller Total Force, Reserve components have been reconfigured to leverage their contributions through such initiatives as flexible readiness and accessibility.

Reserve component readiness must be at the forefront of funding allocations. Funding adequate readiness is a challenging assessment.

Mission readiness means the allocation of resources and the adjustment of the readiness of military units based on the military threats to the United States; the amount of warning time of potential hostilities; the likelihood that particular military units will be used in a military action; and the ability of the military departments to transport those units to the scene of a military action.

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## *Accessibility to the Reserve components...is still an issue among some of the Services...*

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## Accessibility

Accessibility to the Reserve components in the post-Cold War era is still an issue among some of the Services, but does not have consensus among all the Services whether to seek limited Department call-up authority or rely on volunteers. Congress did not approve DoD's request for limited call-up authority enabling the Secretary of Defense to order Selected Reserve members to active duty without their consent.

Since Congressional intent is to rely more on Reserve components for operational missions, limited Secretary of Defense access authority is desirable. Excessive use of the Presidential Selected Reserve Call-Up (PSRC) authority could dilute the critical tie between Selected Reserve call-up and national resolve. Without separate DoD access to Reserve components, the Services must request full recall authority for every operational mission or request individual volunteers. Volunteerism works well

for some Services, but affects unit readiness and unit cohesion in other Services.

The downsizing of the military resulted in a significant shift of capabilities from the Active components to the Reserve components. Greater training intensity and short-term peacetime operational augmentation of the Active components leverage Reserve component individuals against reduced Active force structure.

Under some circumstances, planners can identify special requirements for individual skills and fill them with volunteers. However, in a contingency, reliance on volunteerism has not been a viable option. Additionally, for future operations, regional CINCs must have complete confidence that ground force units will be available when needed.

The Army National Guard supports any policy change that increases the accessibility of the Reserve component. The major issue prohibiting accessibility is funding. The Army National Guard has three programs supporting accessibility:

- Operational integration program
- Humanitarian support unit program
- Operational unit program

The Army Reserve supports policy changes to revise regulations to include a category "other than active duty for special work and temporary tour of active duty"; provide access to the Selected Reserve prior to PSRC for peacetime operations; and obtain legal authorization by amending Title 10 to allow for ready access to Army Reserve units and individuals during all levels of military operations.

The Naval Reserve is accessible to the Active component. Navy policy provides adequate peacetime access to Naval Reserve volunteers. The major inhibitors to peacetime access continue to be budget constraints and individual Reservist employment protection concerns.

The Marine Corps Reserve believes existing policies are adequate to facilitate peacetime use of volunteers; however, funding for volunteerism is inadequate.

The Air National Guard and Air Force Reserve do not require any policy changes. The Air Reserve components use volunteerism extensively.

The Coast Guard Reserve experienced no significant peacetime accessibility problems. The Secretary of Transportation can involuntarily recall Coast Guard reservists through Section 712, Title 14, United States Code.

### **Reserve Component Volunteers in Peace Operations**

Operations SUPPORT/UPHOLD DEMOCRACY presented the first opportunity to test the following Department of Defense policy on use of Reserve component volunteers:

In planning and programming for Reserve component augmentation of Active component forces for major regional conflicts and major domestic emergencies, access to the Reserve component units and individuals through an order to active duty without their consent will be assumed. For lesser regional conflicts, lesser domestic emergencies, and peace operations, maximum consideration will be given to accessing volunteer Reserve component units and individuals before seeking authority to involuntarily order members of the Reserve component to active duty.

Lessons learned during the planning and execution phases on use of volunteers for Operations SUPPORT/UPHOLD DEMOCRACY varied by Service. Although all Services were authorized to involuntarily recall Reservists, the Air Force and Marine Corps relied on volunteers and did not use PSRC authority.

### **Extension of the President's Recall Authority**

Recent legislation provided authority to the Secretary of Transportation for involuntary call-up of Ready Reserve members and units up to 30 days in any four-month period, and up to 60 days in a two-year period. The utility of this authority was demonstrated in recent responses to Hurricane Andrew when Coast Guard reservists were called to augment the Coast Guard.

Recent legislation for a 270-day increased period of active duty for Reserve forces mobilized other than during war or national emergency was passed by Congress to improve access to Reserve components.

The Department is submitting a report to Congress on the desirability of increasing the authority of the President to order units and members of Reserve components to active duty without the consent of the members concerned.

### **Adequacy of Fiscal Year 1994 Operation and Maintenance Funds**

The Services' operation and maintenance budgets have been reduced due to reductions or unmet end strength goals. Even though the Services make ends meet through tiering efforts, the Reserve components do not have sufficient funds to train and operate to its fullest.

The Army National Guard operation and maintenance (O&M) account was underfunded by \$188 million in Fiscal Year 1994. The shortfalls resulted from an increase in end strength from 345,600 to 410,000, an increased cost of air operating tempo (OPTEMPO), and numerous directed reductions or unprogrammed directed decisions during the year.

The Army Reserve budget shortfall was \$40.2 million. These shortfalls and funding constraints occurred early in the fiscal year, degrading

training and hampering units from scheduling training operations.

The Naval Reserve O&M funding was generally adequate in Fiscal Year 1994. Most budgeted flight hours and ship steaming mandays directly supported Reserve training.

The Marine Corps Reserve allocated funding was adequate. However, the shortfalls that did exist significantly affected travel funding for training conferences, transportation of things (equipment) costs funding, and flight hour funding. The shortfall was approximately \$7 million out of a \$63 million program.

The Air National Guard did not have any major funding shortfalls. The Fiscal Year 1994 funding level was adequate for approximately 90 percent or more of budgeted training requirements.

The Air Force Reserve Fiscal Year 1994 funding was not adequate to support its programmed training requirements, unit conversions, and operation of new Air Force Reserve bases acquired from the Active component. Flying hours were reduced by approximately seven percent and required a request for reprogramming of \$34.8 million.

The Coast Guard Reserve performs training by directly augmenting Active component commands. The Active component is responsible for all operation and maintenance funding.

### **Reduced Training Readiness Activities**

Reductions to planned training activities had a negative impact for the Services. The Army and Navy were affected the most, resulting in the non-certification of flight crews and funding shortfalls that prevented commanders from allowing soldiers and sailors to attend annual training.



allowing soldiers and sailors to attend annual training.

The Army National Guard Air OPTEMPO was reduced from 9.0 hours to approximately 6.1 hours per month and Ground OPTEMPO was reduced from 288 miles to approximately 215 miles per year because of funding decrements.

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### ***Reductions to planned training activities had a negative impact for the Services.***

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The Army Reserve funding shortfalls caused the cancellation of remote new equipment training site training, command post exercises, and school courses. The funding shortfall impacted training and readiness in the acquisition of required equipment to support unit training.

The Naval Reserve experienced reduced flying hours and training opportunities because of funding shortages. Reserve Carrier Air Wing 30 deactivated earlier than scheduled. The September 1994 inactive duty training drills were canceled, adversely affecting several Naval Reserve units and numerous participating reservists.

Marine Corps Reserve mobile training teams reduced training drills due to budget restrictions. Several training deployments were shortened or canceled due to of flight-hour funding shortfalls. Fourth quarter deployments for FA-18 aircraft were canceled and KC-130 missions were reduced.

The Air National Guard did not cancel any exercises or deployments for aviation units in Fiscal Year 1994. Funding shortages did affect communications unit projects, medical personnel overseas deployments, medical readiness exercises, and joint international training exercises.

Air Force Reserve flying hours were reduced and some non-flying deployments were canceled during Fiscal Year 1994. Some training adjustments were also made to accommodate Reservists who were called upon to satisfy operational deployments in Europe and the Middle East.

The Coast Guard Reserve did not cancel or curtail any Reserve training activities during Fiscal Year 1994.

### **Reduced Funding Impact on Readiness**

The Department of Defense initiated numerous actions and studies during Fiscal Year 1994 to enhance the readiness of the Reserve components; however, reduced funding has impacted on readiness.

The Army National Guard reduction in air OPTEMPO and flying hour program affected its level of safety and proficiency. Ground OPTEMPO mileage was reduced, affecting the level of proficiency in some combat and combat support units. The budget reduction required the Army National Guard to realign the funding for higher priority units and funding for lower priority units which in-turn reduces readiness.

Army Reserve units not associated with the contingency force pool executed only minimal mission essential task list training due to tiered resourcing. Equipment shortages continue to affect readiness and the ability to meet training standards. Funding shortfalls affected training opportunities and prevented commanders from allowing soldiers to attend annual training with their assigned unit.

Funding resources for Fiscal Year 1994 were not adequate to provide all the training desired by Naval Reserve units and all the contributory support requested by the Active commands. However, required training minimums were met, readiness levels were maintained, and an unprecedented level of contributory support was provided to the CINCs. The demands on limited funding resources will only increase; however, the Navy has committed to fix any underfunding

beyond the capacity of Naval Reserve resources to ensure readiness and maintain CINC support.

Marine Corps Reserve readiness decreases as training is drawn down. Fewer flight hours flown affect aircrew proficiency and readiness.

The Air National Guard fighter and tanker units reduced the number of pilots and aircraft in Fiscal Year 1994; however, readiness training for the mission ready pilots was sufficient. In airlift units, readiness training was sufficient.

The Air Force Reserve had sufficient management flexibility to protect training and readiness-related conditions from excessive budget reductions.

The Coast Guard Reserve readiness was not adversely impacted by funding shortfalls.

### **Title XI Readiness Initiatives**

The Army implemented Title XI readiness initiatives during Fiscal Years 1992 through 1994. The Army developed strategies to correct the problems identified with the mobilization of the roundout brigades during Operations DESERT SHIELD/STORM. Pilot programs were developed under BOLD SHIFT for attaining an achievable level of pre-mobilization training proficiency and increasing the level of support from affiliated Active component roundout/roundup parent divisions. Data collection specifically aimed at measuring the impact of Title XI programs on readiness began this year.

During Fiscal Year 1993 and Fiscal Year 1994, the Army implemented 12 Sections of Title XI. The four most critical programs implemented were

- mandatory Selected Reserve service for officers released early from their active duty service obligation,
- officer unit vacancy promotions reviewed by Active component commanders,

- non-deployable account for Army National Guard (Army Reserve will implement similar account in Fiscal Year 1995), and
- readiness reporting system improvements.

The Army completed its third year of Operational Readiness Evaluations that assess the readiness of early deploying enhanced brigades (EBs) and contingency force pool (CFP) units to perform mission essential wartime tasks. All EB and CFP units receive annually an Active component administered Training Assessment Model evaluation on selected mission essential tasks. The Army developed programs for the remaining six sections of Title XI provisions. However, resource constraints delayed continued progress. The Army will prioritize resourcing of Title XI provisions for combat unit training, inspections, and Active unit associations to EBs and CFP units.

The Fiscal Year 1995 Army programs include combat simulation, fielding of unit conduct of fire trainer devices to armored and mechanized units, battle projection centers, fielding of GUARDFIST I devices for precision tank gunnery, and GUARDFIST II for field artillery training. The Army also plans to field 18 mobile platoon-level close combat tactical trainer devices during Fiscal Years 1998 through 2001.

Annual medical screening began in the Army National Guard and Army Reserve. The Army will use the data generated from annual medical screening to supplement regularly scheduled physical exams to support a statutory change to Title XI. The Army seeks changes that would eliminate the Section 1117 annual dental screening requirements and limit screening to the population of early deploying units under the Section 1118 dental readiness provisions.

The DoD study of applicability of Title XI initiatives to the other Services determined that four sections were appropriate for implementation in all Reserve components: initial entry training and non-deployable personnel account, minimum physical

deployability standards, dental readiness of early deploying units, and deployment planning reform.

### **Combat Readiness Exercise and Evaluation Programs**

To validate combat readiness, Reserve components are exercised and evaluated through various Service-specific programs. All Reserve components are presently conducting common Active component readiness evaluation standards or are moving toward that goal. Evaluation results focused on combat readiness. Reserve component readiness exercise and evaluation results were satisfactory for all the Reserve components. The Reserve components conducted 972 mobilization and combat readiness exercises and evaluations during Fiscal Year 1994.

The Army National Guard tested plans and procedures for mobilization in support of contingency plans, operation plans, and operations other than war. The test program planned and conducted the following exercises: Operational Readiness Exercise, Readiness for Mobilization Exercise, Mobilization Deployment Readiness Exercise, and State Area Command Exercise.

The Army Reserve measures combat readiness in several ways. The Status of Resources and Training System (SORTS) reflects a unit's resource and training status at a particular time. The Army Reserve's Priority Reserve Initiatives in Mobilization Enhancement (PRIME) system focused readiness improvement on Army Reserve units needed first. The Operational Readiness Evaluation program tests and evaluates the Total Army wartime mission preparedness.

The Naval Reserve requires annual mobilization exercises at the local level. Readiness is evaluated through triennial inspections and periodic mobilization simulations. Naval Reserve augmentation units measure readiness as a combination of the number of personnel assigned to the unit and the percentage of training completed for each individual's segmented training schedule.

The Marine Corps Reserve uses the Mobilization Operational Readiness Deployment Test (MORDT). This is a no-notice test conducted by the Marine Corps Reserve Readiness Inspector with assistance from subordinate staffs. This test determines the unit's capability to recall and process personnel, activate load plans, move to a pre-determined



station of initial assignment, and conduct training. Additionally, the Marine Corps Reserve uses the Combat Readiness Evaluation System to assess combat readiness.

The Air National Guard uses two standard methods for measuring and testing unit combat readiness: Operational Readiness Inspections (ORIs) and SORTS. Air National Guard units use the same criteria as Active component units. ORIs are accomplished by teams of Active component personnel and Reserve component augmentees. Air National Guard aeromedical evacuation units are evaluated during Aircrew Standardization/Evaluation Examinations.

The Air Force Reserve units' combat readiness is regularly evaluated in accordance with the Air Force inspection system. ORIs are accomplished every four years. The inspection system measures the unit's ability to mobilize and deploy, as well as its combat readiness. Medical units are now included in ORIs to ensure wartime taskings are met. Air Force Reserve units meet the same standards and criteria required of the Active components.

The Coast Guard Reserve is evaluated by the Active component. The Coast Guard Contingency Preparedness Exercise Program is the principal means for testing and evaluating the Coast Guard's readiness in defense and non-defense contingencies. This program outlines the criteria for planning, executing, and evaluating exercises.

### **Reserve Component Institutional Training Plan**

The Reserve component institutional training plan developed by DoD is used to train thousands of individuals each year. The Reserve component institutional training requirements include: initial entry training, skill qualification training, leadership training, and other specialized instruction. Reserve component access to and utilization of institutional training resources have not been effective or efficient.

Issues to be considered are: accurate determination of Reserve component institutional training requirements, allocation of Reserve component training seats in sufficient numbers to meet the needs of Reserve component personnel readiness requirements, synchronization of other required resources with training seat allocations, synchronization of training seat availability to individual Reservist availability, and development of institutional training courses supportive of limited time available to individual Reservists.

### **Total Army Training Concept**

The Total Army Training Concept was developed to improve efficiency and effectiveness of Active Army training support to the Reserve components in collective (unit) and institutional (individual) training. Preliminary test results are sound and lessons learned will be implemented from Fiscal Year 1995 to Fiscal Year 1997.

### **Total Army Training Study**

The Congress directed the Secretary of the Army to establish one or more Active component units to provide training support to Reserve units. The Army conducted the Total Army Training Study to establish Active component structure for better training of Reserve component units. The Army submitted a plan to Congress outlining the missions and functions of the regional training brigades and the timetable established for implementation. The plan includes proposals for statutory changes that the Army considers necessary for the implementation of the plan.

The Army Off-Site Agreement refined the roles of the Army National Guard and Army Reserve. The Army National Guard will become a smaller more balanced combat, combat support, and combat service support force. The Army Reserve will focus on providing combat service support (CSS). Consequently, the Army National Guard will eliminate some CSS

(medical, transportation) and selected combat support units (signal, military police) and the Army Reserve will eliminate most combat units by Fiscal Year 1997. The Army tailored the division (exercise) structure to fit the Reserve component restructuring. Divisions (exercise) organizations will provide command post exercises for selected Reserve component headquarters units and support field training exercises for Reserve component combat support and combat service support units. Early deploying force packages will have the highest priority for exercise support to ensure mobilization and deploy quickly in response to major regional conflicts.

### **Ground Force Readiness Enhancement**

The Ground Force Readiness Enhancement (GFRE) is an Army developed program managed by Forces Command to maximize Reserve component unit training readiness. The program is designed to provide dedicated Active component units with 2,585 Active component advisors assigned to execute the program. Six regional training brigades under the CONUSAs and the assignment of 1,000 Active component personnel will occur in Fiscal Year 1995. During Fiscal Year 1996 and Fiscal Year 1997, additional increments of 1,000 Active component personnel will be assigned. Regional training brigades will support annual training and inactive duty training by conducting lanes training for combat and selected combat support units, providing a combat training center-like experience. Dedicated Army Reserve field exercise brigades and battle command and staff training brigades under the five divisions (exercise) augment GFRE. These elements conduct lanes training for CS and CSS units and simulated supported command and staff training for combat, CS, and CSS headquarters under the supervision of assigned Active component advisors. The GFRE will focus on the pre-mobilization training readiness in the enhanced brigades. It will also provide a post-mobilization training structure which will relieve the reduced number of Active Army divisions of this responsibility. In developing the GFRE and enhanced brigade concepts, the Army applied

the Title XI mandates for combat unit training, combat simulation, associated active duty unit responsibilities, dedicated Active component to Reserve component support, equipment and automated systems compatibility, and deployment planning reform to ensure peak levels pre- and post-mobilization readiness.

### **Individual Military Occupational Specialty Training**

The Army eliminated 18 of 48 training brigades and organized 36 school brigades to support nine Total Army School System regions and seven primary Training and Doctrine Command mobilization sites. In March 1994, the Army consolidated Reserve component training into nine institutional training divisions. These divisions will continue to provide initial entry training and individual ready reserve refresher training. Additionally, the divisions will begin to provide officer, NCO, combat, combat support, combat service support and health services courses on a regional basis in Fiscal Year 1996.

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***New threat  
environments, new  
weapons systems, and  
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for the Active and  
Reserve components  
to shape the Total  
Force.***

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### **Training Improvement Initiatives**

New threat environments, new weapons systems, and new doctrine require training adjustments for the Active and Reserve

components to shape the Total Force. The Services stress "integrated training" within all components. Reserve component training improvement initiatives have improved unit and individual readiness.

The Army National Guard implemented the Brigade Command Battle Staff Training program to provide realistic and challenging training for Army National Guard ground, combat maneuver brigade, and battalion staffs. It is designed to prepare brigades for participation in a combat training center event.

The U.S. Army Reserve Command began to develop an overall training vision. The vision will guide unit and installation commanders toward effective, efficient training. The focus will be to integrate the entire spectrum of the Army's training programs.

A major Navy training initiative is the designation of the USS *John F. Kennedy* as the first Operational Reserve Carrier. The tactical advanced simulated warfare incremental trainer, a PC-based trainer for anti-submarine warfare tactics, is used in conjunction with shipboard simulators at Naval Reserve Readiness Centers.

The Marine Corps Reserve, Reserve Network (R-NET) is a model for national information infrastructure. R-NET will enhance training and readiness within the Marine Corps Reserve. Several projects are in progress that will enhance training opportunities and improve readiness when implemented.

The Air National Guard aviation units concentrated on three methods to improve training. Computer-based training was introduced as a supplemental method of instruction in three Professional Continuing Education courses. In each of the courses, there was a 10 to 15 percent increase in the end-of-course scores. Computer-based training is being considered as a supplemental method in other courses and as the single method of presentation for training subjects being identified. The second training method, civil engineering

requirements test, consisting of video tape instruction and computer-based testing of subject matter, is an Air Force program designed for Civil Engineering skills. Distance learning is the third method and is in the final planning stages.

The Air Force Reserve Eastern Regional Training Center is a modern, geographically centralized, aircraft simulator, and training center serving Air Force Reserve, Air National Guard, and Active component personnel. Construction is expected to be finished by mid-1996. Simulator capabilities will include C-130 and C-141 weapons systems. The F-16 multi-task trainer will integrate intelligence systems, flight planning systems, and data transfer and recording devices into a single large system known as Digital Warrior.

The Coast Guard Reserve training goal for Fiscal Year 1994 was the resolution of performance problems through improved training. The training goal was met by selecting the right people for training, ensuring that training solutions address skill and knowledge deficiencies, exploring alternatives to resident training, and developing training in a systematic and effective manner when training is indicated.

### **Army National Guard and Army Reserve Training Readiness Improvement Initiatives**

The Future Army Schools—Twenty One initiatives are based on an initial review of the Army's institutional training system and the Army guidance to establish Total Army School System (TASS). In 1992, a plan was developed to establish an effective and efficient Total Army School System, with fully accredited and integrated Active Army, Army National Guard, and Army Reserve schools. A prototype is being tested and will be applied nationwide in Fiscal Year 1996. Training responsibility for leadership and combat arms courses is being assumed within the other six TASS regions as well. Lessons learned from the prototype will be applied to each region as the program develops.

The TASS provides the Army a schoolhouse that shares the training load, uses certified instructors, meets equal accreditation standards, and teaches standard courses. Use of Title XI, Active component officers and non-commissioned officers in the Reserve component school will greatly assist combining the Active and Reserve components into a one-school system. Training responsibility for leadership and combat arms courses has been initiated with locations in the other six TASS regions. Lessons learned from the prototype will be applied to each of the regions as training responsibility is executed in additional regions.

Simulation in Training for Advanced Readiness (SIMITAR) is a Congressionally mandated Army National Guard Advanced Research Projects Agency advanced simulation program. SIMITAR's two goals are to increase Army National Guard training readiness through the application of distributed information technologies and innovative training strategies, and to develop and integrate affordable technologies that enable realistic training at local armories or at a soldier's home through use of personal computers.

BOLD SHIFT is the Reserve component enhancement that addresses soldier, leader, and unit training, both pre- and post-mobilization. In Fiscal Year 1993, intensive management expanded to contingency force pool units in addition to roundout and roundup units. The Operational Readiness Evaluation initiative covered selected Active component units. By policy, the BOLD SHIFT methodology has been institutionalized for all Reserve component units. Ongoing evaluations of BOLD SHIFT resulted in improvements through the ground force readiness enhancement initiative.

Lanes training is the collective training methodology used to train units on mission essential tasks. The BOLD SHIFT pre-mobilization training focus of platoon level collective proficiency for combat maneuver units is statutory in Section 1119 of Title XI. This training continues to be an excellent method for training combat, combat support,

and combat service support companies on selected soldier, leader, and collective tasks.

The National Guard Bureau originally established Project Standard Bearer in 1991 in support of the Army's BOLD SHIFT program to prioritize resources to roundout and roundup brigades and to prioritize resources for early deploying units. Contingency force pool unit readiness and mission capability have significantly increased since its inception. Project Standard Bearer developed the operational unit and overstructure programs to improve accessibility of Army National Guard early deploying enhanced brigades and contingency force pool units.

The operational unit program made the 55 earliest deploying Army National Guard units in the contingency force pool available for deployment in a volunteer Federal status within seven days of an alert. The program can provide fully mission capable units for short notice contingency operations. A documented overstrength policy has been developed that authorizes 15 to 20 percent over authorized strength in critical military occupational specialty and skill levels to maintain 95 percent military occupational specialty qualified in enhanced brigades and contingency force pool units.

### **Flexible Training Schedule Initiatives**

Traditionally, Reserve component unit personnel train two days a month and complete a two week annual training tour. Reserve duty can be supplemented by additional training periods and additional flight training periods in aviation units. To improve training effectiveness, the Reserve components use flexible training scheduling initiatives.

The Army National Guard authorizes commanders to vary inactive duty training and annual training periods by conducting more frequent training periods. Also, some units have combined inactive duty training periods with annual training periods.

The Army Reserve uses extended annual training for selected units, additional training assemblies, readiness management assemblies, and additional flight training periods. Each of these programs increase unit and individual readiness.

The Naval Reserve uses variations of the available training time in an effort to improve training effectiveness and provide maximum contributory support to the gaining command.

The Marine Corps Reserve uses training periods of five-to-seven drills to provide Reserve units with better field training opportunities.

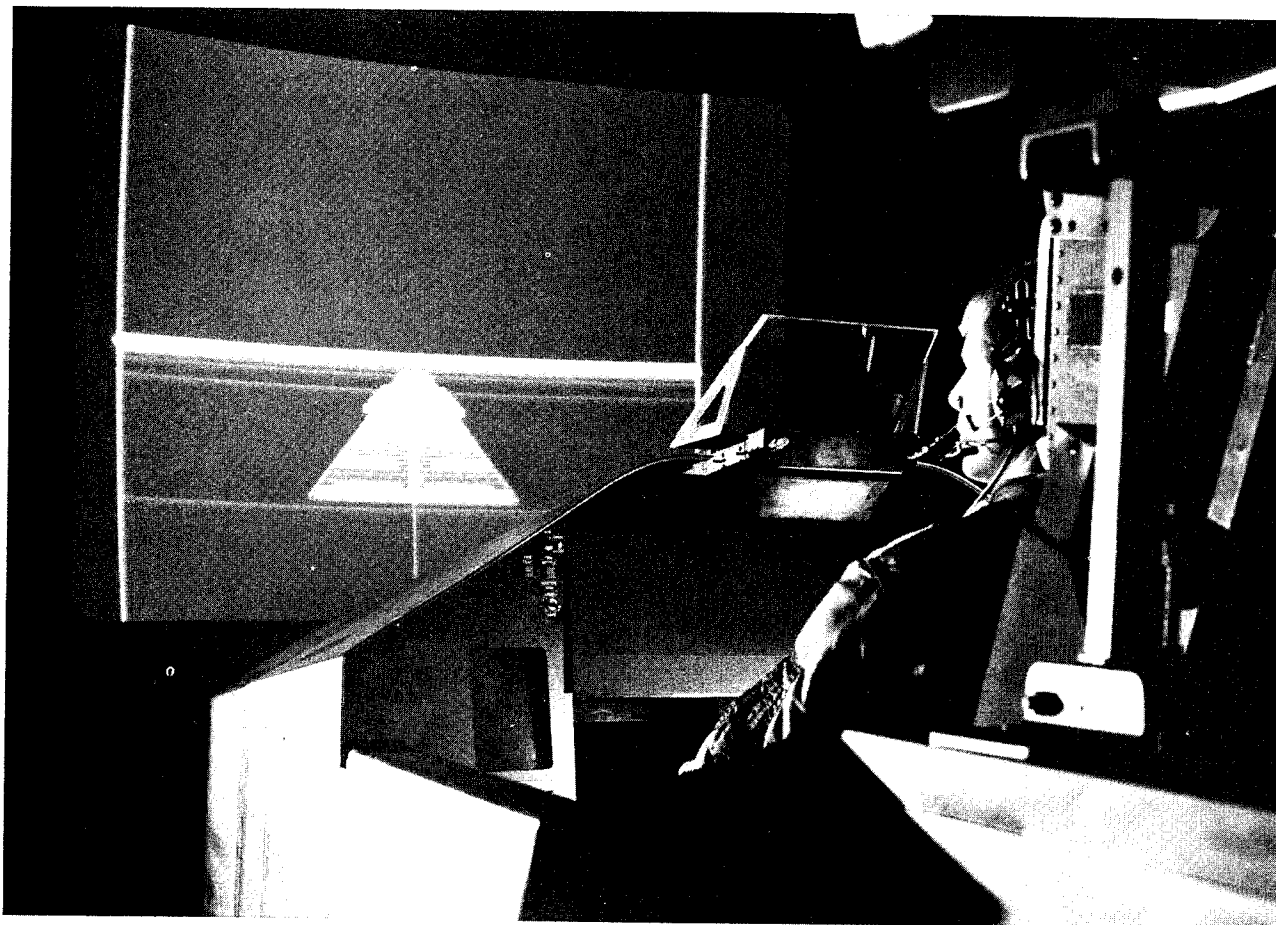
The Air National Guard members returning from three-level technical training may elect to perform their missed unit training assemblies consecutively to obtain valuable hands-on training and improve unit cohesiveness.

The Air Force Reserve unit and Individual Mobilization Augmentee personnel commonly schedule inactive duty for training and annual tours on a flexible drill basis to maximize support to the Active component.

The Coast Guard Reserve allows some reservists to perform inactive duty for training during the week. Other Coast Guard reservists perform duty in non-pay status.

### **Use of Training Simulators**

Use of simulators for training must be relied on more for increased training when insufficient Reserve component funds exist. The Department of Defense supported the use of advanced training technology because it was cost-effective, timesaving, and proficiency-enhancing. The long range goal is to provide simulation devices which are inexpensive enough to be placed in each Reserve component training site where the





equipment is used. Funding support for training simulators will be the critical link in maintaining maximum training readiness as the Defense budget continues to decline.

### **Total Force Distance Learning Initiatives**

Distance learning is a cost-effective training medium. DoD established a Total Force Distance Learning Action Team to focus on the unique readiness training requirements of the Reserve components. A joint-Service review of distance learning training requirements is being conducted to incorporate an expanded definition of distance learning. Specific objectives from a joint-Service review include

- reinforcing existing evidence that distance learning can provide cost-effective training,
- distributing learning configuration standards are needed to ensure interoperability among Services, and
- economizing in courseware development if courseware is useful to more than one Service.

The team is concentrating on video teletraining.

### **Training Delivery Systems**

Training delivery systems, including computer-assisted instruction, interactive courseware, simulators, and wargaming systems are essential to Reserve component training. Although the Reserve components received various training delivery systems during Fiscal Year 1994, inadequate funding still exists for needed requirements.

#### **Requirements for Training Delivery Systems**

With reduced OPTEMPO, there has been an increased demand for alternative ways to receive training. The Army National Guard

requires distance learning software and hardware, and cannot increase readiness without funding for courseware development.

The Army Reserve requires software and hardware. Contingency force pool units will receive the highest priority training using leader developers, training aids, devices, simulators, and simulations. Reserve component requirements mirror the Active component with an additional requirement for lighter and more transportable devices. The Army Reserve has three ongoing simulation projects: leader developers, battle projection center software requirements, and training aids, devices, simulators, and simulation.

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### ***Reserve component requirements mirror the Active component with an additional requirement for lighter and more transportable devices.***

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As the downsizing of the Reserve components occurs, the Army Reserve will continue to require combat support and combat service support training aids, devices, simulation, and simulators. The five devices being considered and procured are: aviation simulators, driver skills trainer, crane simulator, vessel bridge simulator, and engagement skills trainer.

The Naval Reserve has ongoing training delivery system requirements. These include computer based multimedia systems for personnel qualification standards maintenance, skill refresher, and alternative classroom training; crew team trainers used for mobilization proficiency for shipboard, cargo handling, and weapons handling units; and aircrew trainers.

The Marine Corps Reserve has requirements for an indoor simulated marksmanship trainer, logistic marking and reading system, MAGTF II, MAGTF deployment support system, asset tracking logistic and supply software compatible computers, and video teletraining.

The Air National Guard is assessing its current and future needs for computers, televisions, and VHS recorders/players. It is also working the equipment needs for three satellite transmission sites. Estimates of 750 upgraded computer systems, 800 VHS recorders/players, and 600 televisions with a total cost of \$1.6 million have been made.

The Air Force Reserve has interactive courseware, computer-based training, and the training network. These systems are being developed to deliver quality instruction and ancillary training. The required personnel funding support for these programs will be changed.

The Coast Guard Reserve has no specific requirements for computer aided training devices, interactive courseware, warning systems, or other simulators at the current time.

### **Training Delivery Systems Funding Shortfall**

Funding shortfalls in training delivery systems has a negative impact on morale and readiness.

The Army National Guard identified the following training delivery systems funding shortfalls: fire support combined arms tactical trainer (\$17M), GUARDFIST I armor simulator (\$26M), and GUARDFIST II Bradley fighting vehicle simulator (\$60M).

The Army Reserve uses specific dedicated procurement funds; however, there is insufficient funding to meet requirements. A

separate Program Objective Memorandum submission was developed for \$26 million that included leader developers and target alert data display system.

The Naval Reserve has funding shortfalls for training delivery systems. Fiscal Year 1996 funds will be needed to purchase 221 multimedia computer systems capable of delivering full motion video and full fidelity sound via high speed CD-ROM drives. Existing electronic information delivery systems are not capable of supporting the future technical requirements needed for the Naval Surface Reserve Force.

The Marine Corps Reserve has training delivery systems shortfalls in excess of two million dollars.

The Air National Guard has sufficient funds available in Fiscal Year 1995; however, the upgrade of the Minneapolis, Minnesota, C-130 regional simulator training center from the E-model to the H-2 model is anticipated in Fiscal Year 1997.

The Air Force Reserve requires additional funding for a C-5 simulator and C-130 unit training devices.

The Coast Guard Reserve could have Fiscal Year 1995 budget shortfalls, limited to programmatic research and development of training support and management systems.

### **Training Equipment Shortages**

Reserve components must receive equipment upgrades, system modernization, and product improvements to be effective on the battlefield. Specific training equipment shortages are reflected in Figure 4-1.

**Figure 4-1**  
**TRAINING EQUIPMENT SHORTAGES**

**Army National Guard**

Bradley Fighting Vehicle  
M-1 TADSS's  
Engagement Skills Trainers (EST)  
GUARDFIST-I-for Armor  
GUARDFIST-II-for the Field Artillery.  
Armor Moving Target Carriers (AMTCs)

**Army Reserve**

Adapter Hardware: FVS Peculiar (STE-M-1/FVS)  
Adapter Hardware: M-1 Peculiar (STE-M-1/FVS)  
Adapter Hardware: Power Supply (STE-M-1/FVS)  
Analyzer Set Engine: Portable Solid state (STEACEPM)  
Carrier Personnel Full Tracked: Armored (RISE)  
Case Transit Monitor Keyboard Group:  
QA-9252/TYQ-33 (V)  
Case Transit Printer Unit Group: QA-9251/TYQ-33 (V)  
Case Transit Remote Terminal Group:  
OL-377TYQ-33 (V)  
Carrier Personnel Full Tracked: Armored  
Cavalry Fighting Vehicle: M-3;  
Crane, Floor Portable: 4000  
CAP Boom w/manual HYD Hois  
Grader, Road Motorized: DSL DRVN HVY (CCE)  
Howitzer Light Towed: M-119  
Howitzer Heavy Self Propelled: 8-inch  
Howitzer Light Towed: 105mm;  
Howitzer Medium Self Propelled: 155ram  
Howitzer Medium Towed: 155mm, M-196  
Machine Gun Caliber .50: hb flexible (Ground and Vehicle)  
Machine Gun 7.62mm: fixed  
Machine Gun 5.56mm: M-249  
Pistol 9mm Automatic: M-9;  
Recovery Vehicle Full racked: Medium  
Stand Maintenance Power Pack: M-1 Tank  
Tank Combat Full Tracked: 120mm Gun  
Tractor heeled: DSL 4X4 w/Excavator and Front Loader  
Truck Lift Fork: DSL DRVN 4000 LB  
Truck Tractor: HET  
Truck Wrecker: Tactical  
Truck Tank: Fuel Servicing  
Truck Cargo: Drop Side 5-Ton  
Truck Lift Fork: 6000 Lbs  
Truck Lift Fork: 10000 Lbs  
and Truck Wrecker: 5-Ton.

**Naval Reserve**

Flight Simulators  
Weapon System Trainers (WST)2F95 OFT  
15E22 ECMO  
2F140 (T) TTT  
P-3C (UIII)  
14B52 SS3  
14B53A PTT

14B40A PTT  
ISAR TrainerP-3 Aircrew Trainers  
2F152 OFT  
2F146 WST  
2F141 OFT  
DARTS  
Computers (Train)

**Marine Corps Reserve**

Third and Forth Echelon Tool Kits  
Air delivery equipment  
Para-loft Facilities Maintenance Tents  
Night Vision Goggles

**Air National Guard**

Transportable Digital Telephone Switch  
UHF/VHF Air to Ground Radio  
Lightweight UHF SATCOM  
Digital/Analog Telephone Switch Shelter  
Tropo/Satellite Support Radio  
Tactical Secure Data Communications Shelter  
Transportable Automated Weather Distribution System  
Tactical Multiplexer Terminal Set  
SHF Satellite Ground Terminal  
Mobile AE Staging Facility (MASF)  
Advance Party Team (ADVON)  
Squadron Headquarters (SQ HQ)  
AE Group Headquarters (GP HQ)  
A/M Evacuation Support Cell  
A/M Evac Coordination Center (AECC)  
AES Evacuation Liaison Team (AELT)  
A/M Evacuation Crew Mgt Cell  
A/M Evacuation Operations Team (AEOT)  
Environmental Control Units  
30,000 KW Tactical Quiet Generators  
Operating Room ISO Shelter  
Laboratory ISO Shelter  
X-Ray ISO Shelter  
ATH Equipment and Supplies  
Mobility Gear for Medical Units

**Air Force Reserve**

F-16 Multi-Task Trainer (MTT)  
C-130 Simulator, C-5 Simulator  
KC-135 and A-10  
C-141 Simulator  
Radar Warning Receivers  
EKG Machines  
IV Arms  
Anatomically Mannequins  
Temper Tents  
Collins Traction Units  
Stretchers

**Coast Guard Reserve**

(Not Applicable)

Source: The Reserve components.  
Data as of September 30, 1994.

## Overseas Training

Overseas training provides some of the most effective training opportunities for the Reserve components. The planning necessary for a Reserve component unit to prepare and execute an overseas training mission closely parallels the planning required in the event of mobilization and deployment. In addition to exercising mobilization, deployment, operational, and redeployment plans, overseas deployment training opportunities strengthen actual wartime command relationship and provide deploying units with geographical orientation. Training is also provided through Reserve component participation in worldwide humanitarian and peacekeeping missions and counterdrug operations.

The Reserve component units' first overseas training occurred in the late seventies within the structure of planned Joint Chiefs of Staff exercises. The intent of the Reserve component Overseas Deployment Training program was unit deployment and employment within a theater of operations. The program was designed to improve the readiness of forces for the eventuality of war. As the program matured and U.S. operational missions around the world changed, the purpose and objectives have been refined to fit current needs of the warfighting commanders-in-chief (CINC) and the Reserve components. Major overseas training exercises with significant Reserve component participation included Joint

Chiefs of Staff/combined exercises and other exercises in Korea, Thailand, Norway, Iceland, Canada, Alaska, the Philippines, Central and South America, and Europe. Ongoing support continues for worldwide humanitarian missions. Overseas training participation has increased 6.7 percent over last year as shown in Table 4-1.

## Joint Reserve Units

Presently there are no Reserve positions designated as "joint"; however, many Reserve component units and individuals provide support, on an ongoing basis, to joint headquarters commands. The Joint Reserve Unit concept has merit and can provide a better source of qualified, joint-trained individuals for a joint headquarters command. Established joint reserve units would facilitate augmentation in time of conflict and peacetime support to the CINCs. Such units would provide common joint training among the Service elements.

## Joint Training

Increased joint training offers the opportunity for elements of more than one Service to participate together in training activities and operations. Joint Service opportunities enhance readiness and mobilization planning by increasing the experience of commanders and staffs in dealing with other Services. Some of the best joint training occurs at joint exercises and during participation in operational exercises.

**Table 4-1**  
**OVERSEAS TRAINING**  
(Units / Personnel)

<b>Component</b>	<b>FY93</b>		<b>FY94</b>	
	<b>Cells/Units</b>	<b>Personnel</b>	<b>Cells/Units</b>	<b>Personnel</b>
Army National Guard	1,071	26,132	1,315	22,769
Army Reserve	835	19,007	1,350	19,476
Naval Reserve	297	11,132	346	14,053
Marine Corps Reserve	71	7,006	40	531
Air National Guard	141	18,390	180	27,000
Air Force Reserve	398	11,507	536	15,613
Total	2,813	93,174	3,767	99,442

Source: The Reserve components.  
Data as of September 30, 1994.

## Training Exercises

The readiness of a Reserve component unit to mobilize, deploy, and perform its wartime missions is enhanced by conducting frequent exercises with its wartime gaining command. Training with gaining commands includes joint training exercises, battle command training program simulation exercises, field training exercises, and command post exercises. Readiness exercises should integrate the key elements of planning, mobilization, and demobilization during the actual exercises. The training exercises usually involve direct support of an overseas CINC operation. Funding limitations often dictate the extent Reserve components are able to conduct exercises with their wartime gaining commands.

## Operational Missions

Reserve components are responding to demands of ongoing operational contingencies and reductions in training budgets. The most recent operational missions requiring the use of Presidential Selected Reserve Call-Up (PSRC) authority to activate Reserve components were SUPPORT/UPHOLD DEMOCRACY with U.S. Atlantic Command in Haiti for military police, civil affairs, psychological operations, harbor defense, and port security functions. The Air Force and Marine Corps were authorized to effect the PSRC, but used volunteers to satisfy personnel requirements.

### CINC Use of Presidential Selected Reserve Call-Up for Operations SUPPORT/UPHOLD DEMOCRACY

<u>Component</u>	<u>Authorized</u>	<u>Used</u>
Army	4,000	925
Navy	400	133
Marine Corps	850	0
Air Force	50	0
Coast Guard	400	159
Total	5,700	1,217



Nineteen of the paratroopers who took part in the recalled parachute assault on Haiti were not members of the Army or the 82d Airborne Division. They were Army Reservists from the 450th Civil Affairs Battalion (Airborne), Riverdale, Maryland. For more than 15 years, the 450th Civil Affairs Battalion provided the 82d Airborne Division with tactical civil affairs support in many exercises and combat operations. That relationship directly led to their smooth integration into the 82d Airborne Division task force in its preparation for what promised to be the largest airborne operation since World War II.

Reserve component forces participated in a full-range of operational missions: PROVIDE PROMISE (Bosnia), DENY FLIGHT (Bosnia), SHARP GUARD (Adriatic Sea), PROVIDE COMFORT (Northern Iraq), SOUTHERN WATCH (Southern Iraq), SUPPORT HOPE (Rwanda), DISTANT SHORE (Cuba), and Multinational Forces and Observers, Sinai.

Figure 4-2 lists Reserve component training exercises and operational missions.

**Figure 4-2**  
**TRAINING EXERCISES AND OPERATIONAL MISSIONS**

**Army National Guard**

YAMA SAKURA  
NEW WAVE  
KEEN EDGE  
TEAM SPIRIT  
FOAL EAGLE  
ULCHI FOCUS LENS  
COBRA GOLD  
FREQUENT STORM  
CARIBBEAN 94  
TRADE WINDS  
NORTHERN VIKING  
FUERTES CAMINOS NORTH  
FUERTES CAMINOS AMERICAS  
FUERTES UNIDAS  
JTF-BRAVO  
COSECHA AMISTAD  
CAMINO DE LA PAZ  
ATLANTIC RESOLVE  
RETROEUR  
DARK CYGNET  
ROVING SANDS  
GOLDEN CARGO  
GOLDEN SUPPORT  
CARAVAN GUARD  
BRIGHT STAR  
EASTERN CASTLE  
DYNAMIC IMPACT  
CASCADE PEAK  
GOLDEN COYOTE  
JTF-SIX  
NTC  
JRTC  
NAVAJO NATION BUILDING

**Army Reserve**

BRIGHT STAR, ROVING  
FUERTES CAMINOS  
BALIKATAN  
BRIGHT STAR  
CARIB  
COBRA GOLD  
DYNAMIC IMPACT  
EASTERN CASTLE  
FUERTES CAMINOS  
FUERTES DEFENSAS

**KEEN EDGEROVING SANDS**

ULCHI-FOCUS LENS  
CARAVAN GUARD  
DRAGON HAMMER  
FOAL EAGLE  
IRON COBRA  
NEW WAVE  
NORTHERN VIKING  
ORIENT SHIELD  
TIGER BALM  
YAMA SAKURA  
BLUE FLAG  
SEALIFT EMERGENCY DEPLOYMENT  
EXERCISES (SEDRES)  
JOINT CONTINGENCY ENGINEER  
EXERCISE (JCEEX)

**Naval Reserve**

ULCHI-FOCUS LENS (Japan, Korea)  
JTF LEO CNI (Drug interdiction)  
(PACREX 93-74 (USCINCPAC)  
TRIDENT ARCH 94/INSPIRED ALERT  
94 (COMSEVENTHFLT)  
RIMPAC (COMSEVENTHFLT)  
UNITAS, JOT 58-94 (Grenada)  
MDSU PANAMA CANAL  
(US SOUTHCOM)  
GALLANT APPROACH 94/RESOLUTE  
RESPONSE 94 (USACOM)  
DYNAMIC GUARD (Turkey)  
ROVING SAND, PACOS THUNDER  
(Counter Narcotics JTF-4)  
OPERATION SUPPORT DEMOCRACY  
(Haiti)  
Counter Narcotics Operations  
(Key West, FL)  
DESERT RESERVE (Joint CSAR)  
COBRA GOLD (Thailand)  
OCEAN VENTURE  
Office of Secretary of Defense JADO/JEZ  
(Biloxi, MS)  
BLUE FLAG (Eglin AFB, FL)  
RED FLAG (Nellis AFB)  
BALTOPS 94 (CINCUSNAVEUR)  
ABLE VIGIL (Cuba)  
PROVIDE PROMISE (Croatia)

**Marine Corps Reserve**

COBRA GOLD  
ULCHI FOCUS LENS  
FREEDOM BANNER  
AGILE PROVIDER. Fiscal Year 1994  
CAX 7 & 8

**Air National Guard** participated in most exercises and major operations during Fiscal Year 1994.

**Air Force Reserve**

AEROMED EXERCISE  
AGILE PROVIDER  
AIR WARRIOR I AND II  
AMALGAM WARRIOR  
BRIGHT STAR  
CLASS Joint Chiefs of Staff  
EXERCISES  
COBRA GOLD  
COMMANDO SLING  
COPE NORTH  
DYNAMIC IMPACT  
PITT LIFE; SAREX  
QUICK FORCE  
SEAL DEMO  
SNOWBIRD  
RED FLAG  
GREEN FLAG  
MAPLE FLAG  
FLEETEX 94-1  
CORONET OAK  
DENY FLIGHT/PROVIDE COMFORT  
EUROPEAN TANKER TASK FORCE  
(ETTF)  
JTF-BRAVO  
KEFLAVIK SEARCH AND RESCUE  
ALERT  
SOUTHERN WATCH

**Coast Guard Reserve**

ALLEGIAN SENTRY

Source: The Reserve components.  
Data as of September 30, 1994.

## Professional Military Education Requirements

The Reserve professional military education (PME) programs of the Reserve components include formal schools, structured self-study, selected professional reading, symposia, and lessons learned in duty assignments. Professional military education is a key element affecting the future of the Services, and the Reserve components recognize its importance. Opportunities available for members of the Reserve components vary from Service to Service. Joint schools provide excellent, cost-saving PME. All joint schools have Reserve component quotas; however, quotas may be limited.

The Army National Guard professional military education program is defined as all formal schooling subsequent to basic and advanced individual training conducted at Training and Doctrine Command certified training institutions or equivalent institutions of the other Services. Completion of PME requirements commensurate with the grade is considered necessary for advancement.

The Army Reserve defines professional military education as "A category of institutional training that includes educational courses conducted at Service schools or civilian institutions to broaden the outlook and knowledge of personnel or to impart knowledge in advanced academic disciplines to meet Service requirements. Instruction of this type prepares individuals for progressively more demanding assignments, particularly for higher command and staff positions."

The Naval Reserve uses the definition of PME found in the Military Education Policy Document (Joint Chiefs of Staff Publication CM-1618-93) and does not have its own Service-specific definition.

The Marine Corps Reserve definition of PME is "military education which provides individuals with the skills, knowledge, and

understanding that enable them to make sound decisions in progressively more demanding command and staff positions within the national security environment."

The Air National Guard participates in Active component resident, seminar, and correspondence PME programs.

The Air Force Reserve members are eligible to participate in all levels of resident and nonresident PME programs offered by the Active component for its members.

The Coast Guard Reserve selects the best qualified candidates to attend a number of PME programs. Coast Guard Reserve members are encouraged to enroll in correspondence courses for Reserve participation points.

## Joint PME Opportunities

A listing of joint and Service schools which provided PME opportunities to members of the Reserve components in Fiscal Year 1994 is shown below and numbers of Reserve component PME participants are listed in Table 4-2.

Air University  
Armed Forces Staff College  
Army War College  
College of Naval Warfare  
Defense Intelligence Analysis Center  
Foreign Services Institute  
Harvard University Executive Program  
Industrial College of the Armed Forces  
Inter-American Defense College  
Joint Firepower Control Course  
Joint Warfare Course  
Naval War College  
National War College  
NATO Joint Service Introductory School  
Senior Enlisted Academy  
Sergeants Major Academy  
Tufts University  
Ohio State University Center for Strategic and International Studies  
Drug Enforcement Administration

Participation in joint professional military education has declined almost 50 percent from last year due to lack of school quotas and funding shortages. The funding shortfall directly impacts future investments in Reserve component leadership.

**Table 4-2**  
**JOINT PROFESSIONAL**  
**MILITARY EDUCATION**  
**(Number of Reserve Component**  
**Participants)**

<b>Component</b>	<b>FY93</b>	<b>FY94</b>
Army National Guard	95	92
Army Reserve	123	21
Naval Reserve	463	148
Marine Corps Reserve	163	153
Air National Guard	9	44
Air Force Reserve	112	21
Coast Guard Reserve	30	36
Total	995	515

Source: The Reserve components.  
Data as of September 30, 1994.

### **The Reserve Joint Education Requirements Study**

The Joint Staff identifies present Reserve component requirements in the joint environment. The Reserve Education Requirements Study focuses on a joint response. The DoD studied the Services' PME policies that affect Reserve component officers and the role of Reserve component officers in the joint duty environment.

### **Special Interest Programs**

#### **Civil-Military Cooperation Programs**

There are several training by-products that enhance Reserve component readiness through new Civil-Military Cooperation programs such as Medical Readiness Learning Initiative

(MERLIN), Operation GUARDCARE, and Operation CAREFORCE.

Congress made the Civil-Military Cooperative Action program part of the *National Defense Authorization Act for Fiscal Year 1993*. The program is designed to maintain/enhance military readiness and help address important domestic needs. The Secretary of Defense directed implementation of the program to establish Civil-Military pilot projects. These projects employ existing defense resources—personnel, equipment and facilities—to assist in meeting domestic needs while simultaneously training to enhance readiness, referred to as “leveraging Defense resources.” The DoD strategy identifies projects which address national or community needs and are a direct by-product of military readiness training. The strategy intends to provide valuable assistance to communities at minimal cost to the government. These projects focus primarily on using combat support and combat service support units, such as engineering and medical units.

Medical Readiness Learning Initiative is a distance learning computer simulation program which emphasizes medical readiness skills valuable for wartime and humanitarian aid deployments and meeting training requirements for military medical personnel. This is the first trial of joining the “information highway” with an interactive training resource which can be brought into any training center or medical unit through the Internet. Operations GUARDCARE and CAREFORCE were covered in Chapter 2 of this report.

#### **Training Center Usage**

The use of joint readiness training centers and national training centers by Reserve component members has been a success and has improved readiness throughout the Reserve program.

#### **Army Active Component/Reserve Component Program**

The *Fiscal Years 1992 and 1993 National Defense Authorization Acts* mandated increased



Active component dedicated support to improve Reserve component readiness and required the assignment of 3,000 Active component personnel to the Reserve component program.

### **Update on Army Professional Military Education Test Program**

The Congress directed the Secretary of the Army to develop a test program to improve the provision for professional military education to Reserve component officers of the Army by assigning such officers to an Army Reserve Forces school in an inactive duty status to attend professional education courses. A plan was adopted, but insufficient funds precluded implementation. The Army will conduct the test in Fiscal Year 1995, contingent on funding.

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***The use of joint readiness training centers and national training centers by Reserve component members has been a success and has improved readiness throughout the Reserve program.***

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### **Physical Fitness**

The physical fitness of Reserve component members is important to combat and mobilization readiness. Reserve component members must be physically fit for worldwide duty.

The Army National Guard follows Army policies and procedures, as prescribed for the Active component.

Army Reserve uses the same standards as the Active component. However, traditional Army reservists test annually while active duty Army Reserve personnel test semi-annually.

The Naval Reserve maintains the same fitness standards as the Active Navy. Members are required to meet height/weight standards and demonstrate their ability to meet specific physical readiness standards. Naval reservists are tested semi-annually.

The Marine Corps Reserve program for measuring and testing individual physical fitness is the same as the Active component. The Active component administers the physical fitness test semi-annually and the Marine Corps Reserve administers its program annually.

The Air National Guard currently uses the walk/run physical fitness test at 90 units following Air Force and National Guard Bureau guidelines. Since February 1993, three Air National Guard units have piloted the cycle ergometry test.

The Air Force Reserve Physical Stress program is in a transition period, converting from a timed 1½ mile run to a cardiorespiratory evaluation using cycle ergometry. Full implementation is expected over the next two years and will mirror the Active component cycle ergometry testing and standards, but Reserve component members will be tested on a two year testing cycle versus annual testing.

The Coast Guard Reserve must meet baseline fitness standards, but there is no program for measuring and testing individual physical fitness for all reservists.

## Dental Readiness (Deployability)

Dental readiness has impacted the deployability of Reserve component members and requires constant monitoring to ensure personnel are ready for recall.

The Army National Guard is implementing the required annual medical and dental screening. Early deploying soldiers with dental problems identified during annual dental screenings should receive corrective care while in inactive duty for training status before recall. This will require a change to Title 10, United States Code to authorize dental care for soldiers in inactive duty for training status.

The Army Reserve will fix dental problems when members arrive at the mobilization station since dental examinations are not supported by the Reserve component structure.


The Naval Reserve plans to satisfy its dental readiness requirements through civilian contracted dental examinations.

The Marine Corps Reserve dental examination process requires quadrennial dental

examinations, states retention standards, and includes a civilian dentist reporting form indicating correction of dental pathology. Personnel with dental deficiencies are required to have them corrected within six months after the problem has been identified.

The Air National Guard Dental Class III policy has been revised. Personnel classified as Dental Class III have 120 days to correct noted deficiencies.

The Air Force Reserve dental readiness is monitored in three ways: continual review of the dental classifications, assessment of the reliability and accuracy of the reported data, and achievement of panoramic radiographs of all Selected Reserve members.

The Coast Guard Reserve is working with the Operational Medical Division of the Office of Health and Safety to develop a program to enhance the dental readiness of the deployable port security units. A recent change in Coast Guard policy increased the availability of dental care for personnel performing inactive duty training during Fiscal Year 1994. 



# Equipment

# 5

*"We have defined a new, long-term equipment strategy for the Reserve components to assure that [they] are mission-ready and compatible with the Active Forces."*

*Honorable Deborah Lee,  
Assistant Secretary of Defense  
for Reserve Affairs*



## Introduction

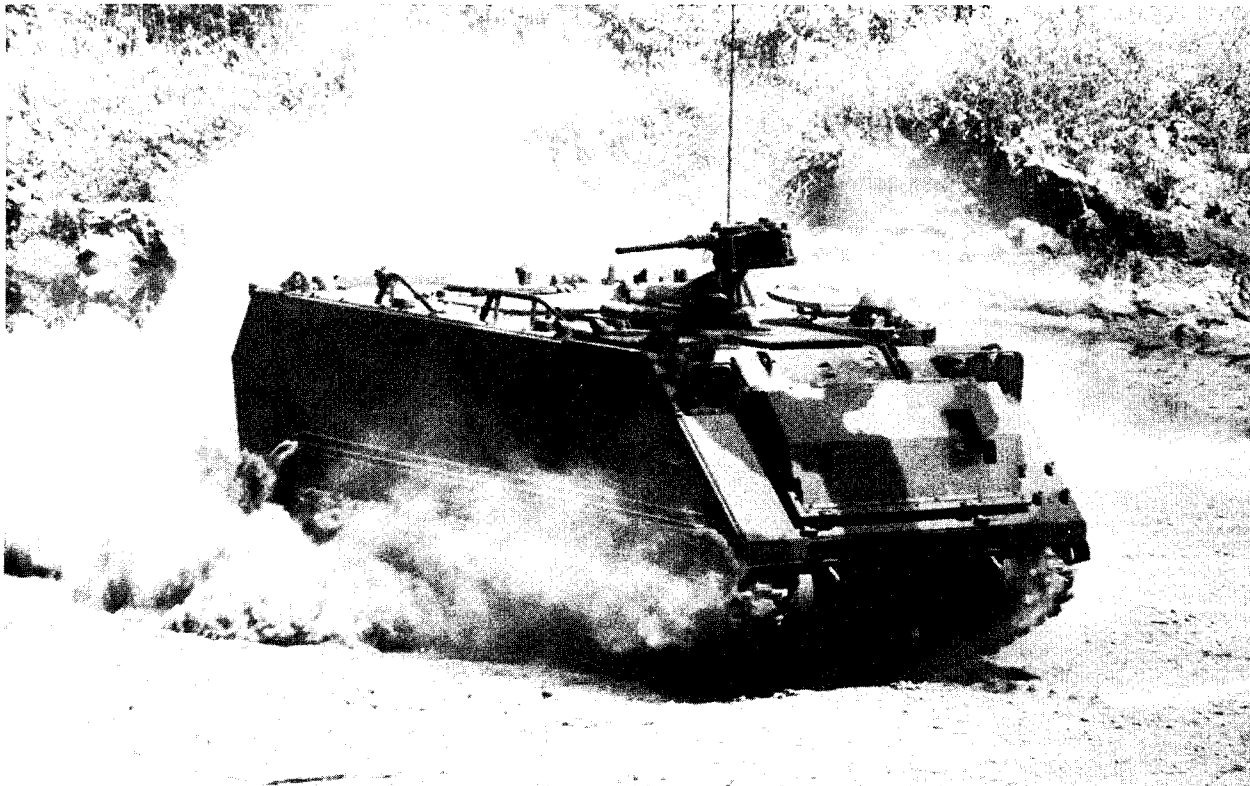
**T**he equipment posture of the Reserve components has improved from the early 1980s. Congress and Department of Defense have made substantial efforts to ensure that the Reserve components received equipment more timely, and have often provided the Reserve components with the same equipment at the same time as the Active components. The overall restructuring of the Total Force should provide additional opportunities to supply modern, compatible equipment to the Reserve components. Although the cascading of equipment should enhance equipment-on-hand status throughout the Total Force, it does not adequately address the shortage in combat support and combat service support units in the Reserve components, particularly the Army.

## Service Equipment Acquisition

Department of Defense Directive 1225.6, *Equipping the Reserve Forces*, contains the

DoD policy of “first to deploy/employ, first to be equipped.” This policy gives equipping priority to early-deploying units, regardless of component. Reserve components obtain much of their equipment from their supporting Service. Additionally, Congress augmented Reserve component acquisitions with funding specifically designated for the Reserve components identified as National Guard and Reserve Equipment Appropriations (NGREA). Congressional intent has been for National Guard and Reserve equipment appropriations to complement Service appropriations to improve training and readiness. The Reserve components have procured or will procure approximately \$9 billion of equipment during Fiscal Years 1989 through 1994 using NGREA funds, significantly reducing equipment shortages in the Reserve components.

Table 5-1 shows National Guard and Reserve Equipment Appropriations from Fiscal Years 1989 through 1995.



**Table 5-1**  
**NATIONAL GUARD AND RESERVE EQUIPMENT APPROPRIATIONS<sup>1</sup>**  
**(Dollars in Millions)**

<b>Component</b>	<b>FY89</b>	<b>FY90</b>	<b>FY91</b>	<b>FY92</b>	<b>FY93</b>	<b>FY94</b>	<b>FY95</b>
Army National Guard	256	332	806	344	399	194	69
Army Reserve	30	89	71	104	32	126	89
Naval Reserve	145	149	659	380	131	147	45
Marine Corps Reserve	82	119	160	158	205	120	25
Air National Guard	400	239	648	558	414	339	40
Air Force Reserve	227	64	155	362	125	242	25
Nat'l Gd & Reserve Aircraft							501 <sup>2</sup>
<b>Total</b>	<b>1,140</b>	<b>989</b>	<b>2,498</b>	<b>1,906</b>	<b>1,306</b>	<b>1,168</b>	<b>794</b>

Notes:

1. Funds are the amounts appropriated and do not necessarily include additional Congressional actions.
2. Decision has not been finalized regarding which aircraft will be procured.

Source: Department of Defense Forms 1416 for Fiscal Year 1989 through 1994; Presidential Budget for Fiscal Year 1995.

Data as of September 30, 1994.

## Major Equipment Deliveries

New and modern equipment continues to enhance Reserve component readiness and availability. It also reduces costs for repair and parts-stockage for older, non-supportable equipment, and allows Reserve component personnel to train with and maintain equipment they will use in support of the Total Force. Some items were purchased directly from NGREA, while others were transferred directly from the Active components. Figure 5-1 shows examples of recent major equipment purchases and transfers to the Reserve components.

The NGREA provides the Army National Guard with needed flexibility to meet component priority equipment requirements. However, two ways to provide the components with greater flexibility are:

- To increase the \$10 million reprogramming threshold, which would allow movement of more dollars from one budget line item number (BLIN) to another. This would enable deobligated funds to be put in the BLINs where another requirement exists, without being constrained by a threshold.
- To continue to provide a miscellaneous appropriation or a miscellaneous BLIN each fiscal year. This would allow more flexibility to procure priority equipment for a non-established BLIN. If the NGREA funding did not exist, the Army National Guard would request a separate procurement appropriation line. This funding method enables the Army National Guard to project requirements over a longer period of time and to take into consideration displaced or obsolete equipment.

**Figure 5-1**  
**MAJOR EQUIPMENT ITEMS PURCHASED WITH NGREA FUNDS**

**Delivery in Fiscal Year 1994**

**Army National Guard**

Single Channel Ground Airborne Radio System (SINCGARS)  
Multiple Launch Rocket System (MLRS)  
D-7G Dozers  
Night Vision Goggles and Night Vision Test Set  
M-916A1, Truck Tractor  
Forward Entry Device  
Digital Group Multiplexer Antenna Masts  
Interim Fire Support Automation System (IFSAS)

**Army Reserve**

Large Tug  
Direct Support Equipment System Test Sets (DSESTS) and other TMDE  
Night Vision Devices  
SINCGARS  
M-916A1, Truck Tractor

**Naval Reserve**

MH-53E Mine Countermeasures Helicopter  
SH-2G General Purpose Helicopter  
C-20G Medium Lift Aircraft  
C-130 Heavy Lift Aircraft  
HH-60H Helicopter Upgrades  
Forklift, 6-Ton  
SINCGARS

**Marine Corps Reserve**

KC-130T Refuelers  
AH-1W Helicopters  
Gateguard Computer Terminals for Reserve Information Network (R-NET)

**Air National Guard**

C-130H Aircraft  
C-26 Counterdrug Aircraft  
F-15/F-16 Recorders and Cameras  
F-16 Flight Planning Systems  
F-16 Improved Self-Defense Wing Pylons  
Fighter Aircraft Improved Engines  
VHF Radios for RF-4 Aircraft

**Air Force Reserve**

C-130 Aircraft Upgrades  
HH-60H Helicopter Upgrades

**Coast Guard Reserve**

Not Applicable

**Delivery in Future Years**

**Army National Guard**

Single Channel Ground Airborne Radio System (SINCGARS)  
Interim Fire Support Automation System (IFSAS)  
Night Vision Goggles  
M-916A1, Truck Tractor  
10-K Forklifts  
Medium Tactical Truck, M-35A3  
C-26 Aircraft  
C-12 Aircraft

**Army Reserve**

Heavy Equipment Transport Systems (HETS)  
Heavy Expanded Mobility Tactical Truck  
Automatic Building Machines  
TRITAC Equipment  
2½-Ton Extended Service Program  
External Auxiliary Fuel Tanks  
M-871A2 Semitrailer Flatbed 22½-Ton  
C-12F Aircraft, Cargo Transport

**Naval Reserve**

C-130 Heavy Lift Aircraft  
C-20G Medium Lift Aircraft  
MIUW RSSC Vans  
M998 HMMWV Trucks  
FMTV Cargo Trucks  
Portable Reefer Units  
P-3C Aircraft Upgrades  
C-9 Aircraft Upgrades

**Marine Corps Reserve**

KC-130T Refuelers  
GATEGUARD Computer Terminals for R-NET  
Night Vision Goggles  
Vehicle Troop Transports  
Forklifts

**Air National Guard**

C-130H Aircraft  
F-16 Night Vision Goggles  
F-15/F-16 Unit Training Device Enhancements  
C-130 Aircraft Terminal Traffic Collision Alert and Avoidance Systems

**Air Force Reserve**

C-130 Heavy Lift Aircraft  
C-130 Simulator/Unit Training Devices  
HH-60H Helicopter Upgrades  
F-16 Data Transfer Cartridge System

**Coast Guard Reserve**

Not Applicable

Source: The Reserve components.  
Data as of September 30, 1994.

The NGREA assisted greatly in meeting Army Reserve readiness requirements. Providing funding through the miscellaneous BLIN of the NGREA gives the most flexible means of funds execution. Another procurement funding possibility—Active component procurement of all equipment systems—was less effective in providing modernized equipment to the Reserve components.

Equipment deliveries for the Naval Reserve, Marine Corps Reserve, and Air Force Reserve consisted primarily of equipment acquired under the conversion and modernization programs. It is discussed later in this chapter.

During Fiscal Year 1994, Air National Guard units received approximately \$1.6 million in excess vehicles from Europe. In Fiscal Year 1995, units will request additional vehicles from the United States Air Force in Europe to meet additional heavy construction unit shortfalls and rapid runway repair training sites vehicle requirements. Equipment readiness within the Air National Guard medical units improved steadily; however, a \$422,000 equipment shortage existed during Fiscal Year 1994 and has not been corrected. The need to replace aging equipment will become more critical as operation and maintenance funds become limited.

With the exception of the three deployable port security units and eight “stand alone” inland Reserve units, Coast Guard reservists train at, and mobilize to, Active component Coast Guard commands. These Active component commands provide all necessary training and mobilization equipment from their established allowances. As a result, the Coast Guard Reserve does not procure equipment or systems on its own.

### **Equipment Purchases for Future Delivery**

Within the Army National Guard, the delivery of equipment varies with each contract according to the production lead time, contractual method, complexity of the item,

and contingencies that may divert the delivery schedule. In most cases, delivery occurs three to five years after the contract is signed; in some instances, receipt of equipment has occurred in the seventh year.

The trend in procurement of new systems for the Army Reserve continues to be force-package driven. This targets combat and combat support systems. Additional emphasis must be given to the purchase of combat service support systems critical to Army Reserve force readiness. However, the number of new combat service support systems provided to the Army Reserve should decrease in future years as the Army procurement funding declines.

The NGREA is providing the Marine Corps Reserve with the flexibility to meet component priority equipment requirements. This is the best method to supplement current Marine Corps Reserve procurement procedures.

### **Equipment Modernization and Conversions**

Modernization occurs when new, more capable equipment is added or when existing equipment is replaced with more modern equipment. This process is crucial for the Reserve components to function effectively with the Active components. Modernization has remained steady over the last few years because equipment was being provided to the Reserve components from the downsizing Active components. However, procurement of new modern equipment declined as budget authority reduced.

The Army National Guard continued to modernize its cargo helicopter inventory with the addition of 23 CH-47D helicopters. Army National Guard units added 9 OH-58C helicopters while turning in older OH-6A observation helicopters. Fifteen Kiowa Warrior, OH-58D, helicopters were received in Fiscal Year 1994. The utility helicopter fleet

was modernized with 21 UH-60A Blackhawk helicopters. The Army National Guard combat force increased its capabilities with 35 M-1A1 Abrams tanks. The armored personnel carrier fleet was significantly modernized with over 100 M-113A3 carriers, in addition to 72 M-2/3 Bradley fighting vehicles. Significant quantities of modern high mobility medium wheeled vehicles, night vision goggles, and secure speech equipment were received.

The Army National Guard is currently undergoing several major equipment conversions to maintain compatibility with the Active component that will continue into the next century. In Fiscal Year 1994, M-60A3 tanks converted to M-1s, M-113 armored personnel carriers converted to the Bradley fighting vehicle, and units converted from the VRC-12/46 series radios to the new single channel ground and airborne radio system. Also, the .45 caliber pistol converted to the new 9mm Beretta and M-16A2 rifles. Two Army National Guard field artillery battalions converted from M-110 howitzers to the Multiple Launch Rocket System (MLRS).

In Fiscal Year 1995, the Army National Guard will field the new M-1020 mortar carrier with 120mm mortar to replace the M-106A1 carrier with the 81mm mortar. Several company sets of M-9 armored combat earthmovers will be provided to units to replace D-7 dozers. Several battalion sets of the M-109A6 paladin howitzer will replace the older A4/5 versions. M-1 tanks and Bradley fighting vehicles will continue to provide modern systems to the Army National Guard. Two additional MLRS battalions will be provided in Fiscal Year 1995. The Avenger Air Defense Artillery (ADA) system will be provided to the Army National Guard, replacing phased out ADA systems. Thousands of night vision devices have been purchased for the Army National Guard to further modernize and enhance readiness.

Army Reserve modernization centers around "core competencies" pertaining to

combat support and combat service support missions. In Fiscal Year 1994, two large tugboats were placed in service with two additional tugboats scheduled for service in Fiscal Year 1995. These 128-foot craft are ocean-going vessels. Initial quantities of the heavy equipment transporter systems capable of carrying the 70-ton M-1 Abrams tank and the palletized load system were received in Fiscal Year 1994. Both systems provide significant productivity advances. The single channel ground and airborne radio system equipment provided early deploying Army Reserve units with fully modern FM radio communications capabilities and elevated half of the Army Reserve units with modern radios. In Fiscal Year 1994, the Army Reserve had the following major equipment conversions: M-113A3 program converted 87 M-113A2 armored personnel carriers to the latest M-113A3 configuration and the CH-47D program converted 10 each C-47B helicopters to the latest CH-47D configuration.

The Army Reserve's Fiscal Year 1995 conversion program includes: M-998 high mobility medium wheeled vehicle (HMMWV) program will convert 200 M-1037 to M-998 HMMWVs; M-1059A3 smoke generation vehicles will convert 87 M-1059s to support the M-1/M-2 force; M-977 heavy expanded mobility tactical trucks will begin the conversion of 322 vehicles to the tactical bridge carrier system.

Naval Reserve modernization efforts included trucks, tank and pump units, construction equipment, and generators. The most significant modernization items received in Fiscal Year 1994 were 21 P-3C Orion aircraft. In addition, 12 new MH-53E helicopters with AN/AQS-14 side-scan mine-hunting sonar were purchased for the two Reserve helicopter mine countermeasures squadrons, replacing 10 RH-53D helicopters. Conversion programs in the Naval Air Reserve include the P-3B to P-3C Update II/II.5. Twenty-four aircraft were completed in Fiscal Year 1994 and 21 more conversions are scheduled for completion in



Fiscal Year 1995. The A-4s made the transition to F/A-18s for the fighter composite (adversary) squadrons. No equipment conversions were completed in the Naval Surface Reserve.

The Marine Corps Reserve equipment modernization program continued to introduce items of equipment into the Active Marine Corps and the Marine Corps Reserve. The Marine Corps Reserve received six additional AH-1W attack helicopters and seven RH-53 model-D helicopters. The modernization of aircraft in the Marine Corps Reserve was aggressively pursued to enhance commonality and compatibility with the Active forces. The shortfall of the M-1A1 main battle tank for the two Marine Corps Reserve tank battalions is being corrected through redistribution from the Army.

The Air National Guard received four B-1B bomber aircraft, a first for the Air Reserve components. The aerial refueling mission was greatly enhanced with the receipt of 42 KC-135R aircraft and theater airlift forces continued their modernization with the receipt of 10 new C-130H aircraft. Air National Guard fighter forces upgraded from F-16A/B aircraft to the F-16C/D aircraft. With the assistance of the Air Force, the Air National Guard converted many of its older aircraft to newer, more easily maintainable aircraft.

The Air Force Reserve received its first eight B-52 bomber aircraft in Fiscal Year 1994, along with 10 KC-135R aerial refueling aircraft and eight C-130H-3 cargo aircraft. The C-130H-3 aircraft have modern night vision capable cockpits. The Air Force Reserve also received additional single channel ground and airborne radio system radios to modernize its FM radio capability. Electronic countermeasures pods for aircraft were upgraded from 2-band to 3-band design, increasing aircraft defensive capabilities.

### Equipment Modification Programs

Modifications to existing systems are necessary to increase survivability, mission capability,

reliability, maintainability, and safety. Due to declining budgets, the Reserve components have experienced difficulty in obtaining adequate funds for equipment modifications. In the Active and Reserve components, these requirements are often funded through offsets to existing programs.

The Army National Guard continued supporting the M-113A2 personnel carrier modification to the M-113A3. The Army National Guard funded the modification of 305 vehicles to the M-113A3 configuration that will provide a personnel carrier capable of operating on the battlefield with the Abrams main battle tank. This program will continue throughout Fiscal Year 1995 and beyond as funding allows. The Army National Guard funded a modification to the FIST-V in Fiscal Year 1994 which provided an automatic turret positioning system with the M-113A3 upgrade and gave greater battlefield survivability to the system. The Army National Guard funded a 2½-ton extended service program to improve the service life of the aging cargo truck fleet. This program provides new clean-burning engines, new automatic transmissions with transfer cases and central tire inflation systems, and will provide vehicles through the year 2000. An initiative to provide extended service life to the bulldozer fleet gathered support within the Army National Guard. All D-7F dozers will be placed in an enhancement program, making the "F" model 90 percent compatible with the newer "G" model. The latest initiative is the extended service program (ESP) of 5-ton cargo trucks. This will provide the same enhancements as listed with the 2½-ton ESP with greater haul capabilities.

The Army Reserve programmed several major equipment modifications for Fiscal Year 1995. Ten U-21A aircraft will be modified to the latest standards to extend the life of the 25-year old fleet an additional three-to-five years. Twelve LARK 60 watercraft will be modified to enhance safety and mobility, and to increase mission capability. The upgrading of 750 M-915As will begin in Fiscal Year 1995 to increase the interoperability and safety level between the newer M-915A2 fleet and

the 10 to 12 year old M-915A1 fleet. The Army Reserve will modify 225 D-7F dozers to the form, fit, and function of the latest D-7G model. Fiscal Year 1995 modifications to 25,000 rough terrain container cranes (RTCC) will extend the life of the RTCC fleet five to seven years. The conversion of 200 M-1037 HMMWVs to M-998s will relieve the Army Reserve's existing M-998 shortage. Plans to convert 87 M-1059 smoke generation vehicles to M-1059A3s will enhance the technical and tactical abilities of the Army Reserve's chemical units to support the M-1 and M-2 force.

The Naval Reserve will modernize existing equipment as funding permits. In aviation, updated III kits, inverse synthetic aperture radar, and ARC-187 radios are ongoing upgrades for the P-3C. The C-9 aircraft received modifications to extend flight range and improve avionics. Additionally, HH-60H helicopters received modifications to support combat search and special operations missions. For surface programs, the mobile inshore undersea warfare program has a program to extensively upgrade the capabilities of the radar, sonar, and surveillance center vans with a variety of electronic, communication, imaging, and computer modifications.

The Marine Corps Reserve modification programs included the:

- AAV7A1 Product Improvement Program: Items plan for 117 assault amphibious vehicles in the Reserve component. The identification plates and blower brackets funds are committed, but no contract has been awarded.
- Night Targeting System for AH-1W: This system provides current night warfighting technology capability. Production aircraft from Fiscal Year 1994 NGREA funds will have this system installed. The 30 aircraft contracted in previous fiscal years do not have night targeting system. The necessary

retrofit to provide commonality with the Active force will require funding and three years to complete.

- AH-1W Night Vision Canopy: The canopy modification for the AH-1W is directly tied to the night targeting system. Modification of the canopy will place a multi-functional display (communications, navigation, and weapons display), radar altimeter, and other system upgrades in the cockpit.
- Modification of all 9mm pistols, and mirrors and brush guards for the HMMWVs was completed in Fiscal Year 1994.

The following major Air National Guard modification programs were accomplished during the fiscal year:

- 10 C-130H aircraft delivered.
- 1 C-26 counterdrug aircraft delivered.
- 120 8mm recorders and cameras for F-15 aircraft.
- 600 8mm recorders and cameras for F-16 aircraft.
- 40 flight planning systems for F-16 aircraft.
- Improved self-defense wing pylons for F-16 aircraft.
- Improved engines for fighter aircraft.
- VHF radios for RF-4 aircraft.
- 8 C-130H aircraft (purchased for later delivery).

### **Equipment: Required/On-Hand**

Table 5-2 shows the dollar value of major equipment wartime requirements and on-hand quantities for each Reserve component, and compares required versus on-hand levels at the end of Fiscal Years 1993 and 1994. Excess and substitute equipment are included in on-hand quantities. Refer to the National Guard and Reserve Equipment Report (NGRER) for a detailed analysis of Reserve component equipment status.

**Table 5-2**  
**MAJOR EQUIPMENT ON-HAND**  
**(Dollars in Millions)**

<u>Component</u>	<u>Year</u>	<u>Wartime Requirement</u> <sup>1,2</sup>	<u>On-Hand</u> <sup>1,3,4</sup>	<u>Percent On-Hand vs Required</u>
Army National Guard	FY94	30,429	29,754	98%
	FY93	27,950	25,125	90%
Army Reserve	FY94	6,523	5,722	88%
	FY93	6,041	5,069	84%
Naval Reserve	FY94	15,039	14,908	99%
	FY93	16,603	16,454	99%
Marine Corps Reserve	FY94	4,840	4,515	93%
	FY93	8,579	5,467	64%
Air National Guard	FY94	35,785	35,916	100%
	FY93	37,388	37,074	99%
Air Force Reserve	FY94	15,902	15,882	100%
	FY93	<u>15,816</u>	<u>15,772</u>	<u>100%</u>
Total	FY94	108,518	106,697	98%
	FY93	112,377	104,961	93%

## Notes:

1. This data is from the National Guard and Reserve Equipment Reports for FY94 and FY95
2. Data refers to "combat essential" items of equipment, a subset of "major equipment" items and therefore does not track with previous RFPB Annual Reports.
3. Data is based on dollar value and includes authorized and in-lieu of substitute items. Caution must be applied in interpreting the data, since this analysis tends to mask important shortages.
4. Figures reflect fills during transitioning period where both old and new items are on-hand.

Source: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.  
 Data as of September 30, 1994.

Beginning with the Fiscal Year 1994 Annual Report, data on equipment requirements and inventories come from the NGRER. Previous Reserve Forces Policy Board annual reports refer to "major equipment items," which pertain to most equipment items in the hands of units and in storage locations. Data in the National Guard and Reserve Equipment Report refer to the smaller population of "combat essential

equipment items," which is generally defined as equipment items that support military forces in their accomplishment of wartime missions. Some caution must be applied in making year-to-year comparisons. Requirements can change significantly, as a result of changes in the numbers and types of units and changes in the types of equipment within existing units. National Guard and Reserve Equipment Report

data can also vary from year-to-year as Services introduce and retire equipment and adjust the population of combat essential equipment.

Overall equipment percentages have risen slowly for most of the Reserve components over recent years and are projected to continue. Equipment added to Reserve component units may come from new procurement or may be redistributed from other stocks within the Service. While new procurement items will continue to slow because of falling procurement

budgets, equipment from redistribution will continue to increase as the size of Active forces decrease and missions are transferred to the Reserve components. Since redistribution typically accounts for about 75 percent of Reserve equipment, a net increase in stocks over the last few years has occurred.

Figure 5-2 lists the significant equipment shortages for each of the Reserve components, to include funded and unfunded items. Early deploying units, with the exception of support

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**Figure 5-2**  
**MAJOR EQUIPMENT SHORTAGES**

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**Army National Guard**

- 5-ton tractor and cargo vehicles
- 10-ton trucks (HEMTT)
- M113A3 armored personnel carriers
- NBC equipment
- CH-47D helicopters
- UH-60A helicopters
- OH-58D helicopters
- Night vision goggles
- Combat support and combat service support equipment
- CCI / COMSEC Equipment

**Army Reserve**

- C-12 aircraft
- 1¼-ton utility vehicles (HMMWV)
- 2½- and 5-ton cargo vehicles
- Radio and telephone equipment
- Night vision goggles
- NBC equipment
- 10-ton trucks (HEMTT)
- Other combat support and combat service support equipment

**Naval Reserve**

- MIUW vans and upgrades
- Handheld and secure radios
- Cargo and dump trucks, various sizes
- Various engineering equipment

**Marine Corps Reserve**

- M-1A1 tanks
- Radio speech security equipment
- HAWK radar equipment
- 40mm machine guns
- .50 caliber machine guns
- AH-1W helicopters
- CH-53E helicopters
- F/A-18D aircraft
- 1½-ton utility vehicles (HMMWV)
- Night vision sights, PVS-2A

**Air National Guard**

- 2½- and 5-ton cargo trucks
- Generator sets
- Dollies and other specialized airfield equipment
- Ground radios and antennas
- Night vision goggles

**Air Force Reserve**

- Generator sets
- Utility and cargo trucks
- MC-11 compressor units
- AN/TRC-181 radio sets
- Night vision goggles

Source: The Reserve components.  
Data as of September 30, 1994.

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units within the Reserve components of the Army, have a large portion of their most critical items. The trend, while positive through Fiscal Year 1995, will still leave some shortages in early-deploying support units from the Reserve components of the Army.

### Obsolete and Incompatible Equipment

Obsolete and incompatible equipment is maintained within the Reserve component inventory. Modification and conversion programs within the Total Force continue to minimize the negative effect of such equipment on readiness. The ability of the Reserve components to effectively reinforce the Active components upon mobilization will be directly proportional to the efforts made to continue to modernize weapons systems and equipment assigned to the Reserve components.

Figure 5-3 lists obsolete and incompatible equipment in Reserve component inventories for Fiscal Year 1994.

The Reserve components are becoming more compatible and interoperable with Active component counterparts. This trend has prevailed over the past few years and is projected to continue. While older equipment may be interoperable with the most modern series of a particular piece of equipment, the older series may not have the desired speed, range, or other modern features.

The Reserve components have equipment ranging from the early models to the newest models. Equipment variations generally operate together, but with some degradation of the following three compatibility criteria:

- **Tactical Compatibility:** the ability of Active component and Reserve component forces to operate together in combat.
- **Logistics Support Compatibility:** the ability of Active component and Reserve component forces to render maintenance, supply, and transportation support to one another.

**Figure 5-3**  
**INCOMPATIBLE OR OBSOLETE EQUIPMENT**

#### **Army National Guard**

M-113A1 and M-113A2  
VRC-12 Series Radios  
Obsolete gasoline powered tactical trucks & generators  
D-7 Bulldozers

#### **Army Reserve**

VRC-12 Series Radios  
Gasoline powered generators  
Older series 2 1/2- and 5-ton tactical trucks  
Older series 10-ton tractors

#### **Naval Reserve**

Electronic countermeasures for F-14 and F/A-18 aircraft  
Commercial model trucks used as tactical trucks  
Electronic countermeasures and forward looking infrared radar for strike aircraft

#### **Marine Corps Reserve**

Non-frequency hopping tactical FM radios

#### **Air National Guard**

No specific items identified

#### **Air Force Reserve**

AC-130A gunships

Source: The Reserve components.  
Data as of September 30, 1994.

- **Communications Compatibility:** the ability of Active component and Reserve component forces to exchange information.

Army National Guard combat units have tanks that move at different speeds, use different ammunition, and have different communications capabilities. The same applies to armored personnel carriers and other families of equipment. Tactical wheeled vehicle fleets range from old gasoline powered vehicles in excess of 25 years to the latest diesel powered vehicles. Tactical FM radios in different units include both single frequency broadcast models and the latest frequency hopping secure voice SINCGARS radios.

The Army Reserve provides combat support and combat service support units and equipment to the Army. The same problem with tactical wheeled vehicles and tactical FM radios exists in the Army Reserve and the Army National Guard. While progress has been made, the M-16A1 and M-16A2 rifles still remain in the Army Reserve. These rifles use two different sizes of ammunition and have less than full logistics compatibility.

Some older Naval Reserve aircraft, such as the E-2C, are not interchangeable between Atlantic and Pacific Fleet carriers. The A-models of the F-14 and the F/A-18 aircraft are sufficiently less modern than corresponding models used by the Navy. Some Naval Reserve expeditionary units are not capable of internal/external secure communication.

The Marine Corps Reserve employs an equipment distribution plan that provides new equipment to Active and Reserve units nearly simultaneously, avoiding compatibility degradation between components. Less than full tactical compatibility with FM radios exists in the Marine Corps Reserve, but will be eliminated over the next several years.

The Air National Guard has a high degree of compatibility between Active and Reserve components and reports no examples of incompatibility.

The Air Force Reserve has AC-130A aircraft, but expects to replace the old airframes with HC-130 and possibly other aircraft beginning in Fiscal Year 1995. Unlike the A-model airframes, replacement parts are available for the newer H-model airframes.

### **Logistics Automated Management Systems**

A major effort is underway to provide automated data processing support for management of Reserve component personnel, training, and logistics. The goal is to provide capability and jointness, using microcomputers, at the local level. On-line communication and interaction with larger systems are essential to reduce delays, improve efficiency of operations, and make current information available to various levels of command.

The Army National Guard is moving forward to standardize tactical logistics systems. The direct support unit standard supply system, standard Army retail supply system-interim, standard Army maintenance system-level I and II, and standard property book system-redesign, are in use within the Army National Guard.

The Army National Guard is committed to use the standard Army management information system. When development of the unit level logistics S-4 systems and unit level logistics aviation systems is complete, Army National Guard must be included in the procurement of these systems. The standard Army management information system will be the backbone of the Army National Guard logistics system at the supply support activities and at the state level logistics.

Standard Army maintenance system-levels I and II (SAMS I/II) are available in the Army National Guard. This maintenance and readiness management system is essential to the direct and

general support maintenance operations in the Army National Guard. SAMS I/II is currently operating on obsolete tactical Army combat service support computer system and must have both hardware and software upgrades in the near future.

The Army Reserve deployable units received several off-the-shelf automation hardware for the logistics Standard Army Management Information Systems (STAMIS), yet no corresponding equipping at the management levels occurred. Consequently, there was not an overall net increase in automated logistics management in the Army Reserve during Fiscal Year 1994. The Army Reserve currently operates two internal logistics programs, including center level application software, which provide limited unit level logistics operations; however, it has not been updated due to the restrictions on upgrading functions that duplicate those in Reserve Component Automation System (RCAS).

The Army has historically recognized the modified table of organization and equipment (MTOE) requirements for computer hardware and software in the Army Reserve, while not using the table of distribution and allowances (TDA) units. Since the TDA structure of the Army Reserve includes most of the peacetime command and control headquarters, effective logistics automation management in the Army Reserve is impeded. The lack of internal interoperability limits the MTOE units (including contingency force pool (CFP)) from acquiring the needed usage/experience to be as fully trained as their Active component counterparts.

Equipping the Army Reserve has frequently occurred at the end of the Army equipment fielding process. The Army has started to equip Army Reserve CFP units in Department of the Army Master Priority List sequence, but continues the remainder of the Army Reserve at the end of the process. Traditionally, funding has not been available to complete the equipping of the Army Reserve. If this trend continues, only CFP MTOE units will be interoperable with their Active component counterparts. If other than CFP units are required for an operation, the Army will be

required to equip and train STAMIS operations upon mobilization.

Inventory management for the Naval Reserve is automated via the controlled equipage inventory system (CEIS). A new version of CEIS (CEIS 3.0) was developed during Fiscal Year 1994 and is currently being tested in five Naval Reserve Logistics offices. The Reserve integrated management systems will be developed and deployed in three phases in Fiscal Year 1995 through Fiscal Year 1997.

The CEIS bar-coding capability uses the same language and labeling as the Navy's plant minor property system. The CEIS is not interoperable with the automated resources management system (ARMS). Implementation of CEIS 3.0, which includes ARMS data requirements, will enhance the systems interoperability. Complete interoperability with ARMS will not be achieved until the development of the CEIS headquarters module in Fiscal Year 1995.

Reserve financial management/active duty training support (RESFMS) is a system that provides financial management for active and inactive duty training and travel orders. It is deployed throughout the Naval Reserve. The financial management support system received milestone IV approval in April 1994. At that time, it was recommended that RESFMS be re-engineered into a PC-based distributed processing system.

Reserve standard training, administration, and readiness support (RSTARS) is a microcomputer-based system that provides for the tracking of training and mobilization readiness for Naval Reserve personnel on active or drilling Reserve status. It is in use at 312 Naval Reserve sites. Data is captured at the field level and transmitted to the departmental database. Since RSTARS uses evolutionary prototyping, minimal developmental efforts will continue through milestone IV.

Reserve headquarters support (RHS) is a system that provides management support with emphasis on the quality of readiness information reported at all command levels and provides a summary of data

to upper echelon managers for mobilization and strategic decision-making purposes. The RHS serves as the departmental database for all manpower, personnel, and training data and is deployed throughout the Naval Reserve.

The Commander, Naval Reserve Recruiting Command Integrated Recruiting Information Management Support (CIRIMS), supports the recruiting mission of the Naval Reserve. The CIRIMS provides support at headquarters, detachments, and station levels in the areas of personnel management, performance management, prospect/leads distribution, enlistment management, and executive support.

Budget system is a microcomputer-based system which maintains a multi-year database of all allocated O&M Naval Reserve funds. Budget system enables each operating budget owner to submit a budget for each operating target identified by specific categories. Those inputs are consolidated at headquarters and are the base document for preparation of the O&M budget submission.

Controlled equipage inventory system provides for the management and control of plant and minor property. Specific functions include creation and modification of records, inventory tracking, and reporting and expending of property.

The Marine Forces Reserve (MARFORRES) implemented the Marine Corps integrated maintenance management system 1-A, a PC-based program. Phase two of the asset tracking logistics and supply system will include a maintenance management information system. It will be implemented once it is fully tested.

The logistics automated information systems for MARFORRES is the Marine Air/Ground Task Force (MAGTF) and Marine Deployment Support System II (MDSS II). MDSS II is designed to interact directly with MAGTF II. Other supporting systems are:

- The computer-aided embarkation management system.

- Transportation coordinator's automated information for movement system.
- Asset tracking logistics application supply system.
- MAGTF data library.
- Ammunition tracking system.
- Marine integrated personnel system.
- Computer-aided load manifesting system.

These systems will allow commanders at various levels to build and maintain a database that will reflect the personnel and equipment required for MAGTF deployments, develop and plan specific force structures, create associated air and sea embarkation plans, and use bar-code technology to collect and track equipment data.

The Air National Guard and Air Force Reserve use the Air Force logistics automated management systems; both fully integrated and interoperable.

## Depot Maintenance

Unfunded depot maintenance requirements are referred to as "maintenance backlog." The Department of Defense defines depot maintenance requirements as follows:

- **Executable Requirements:** The total requirement that could be executed if funds were available. (This does not include work that cannot be performed due to operational commitments, capability constraints, or any other constraints except funding.)
- **Funded Requirements:** Requirements for which funding is programmed to be available.
- **Unfunded Deferred Requirements:** Requirements that are deferred only because of a lack of funding. (This should equal the difference between executable requirements and funded requirements.)
- **Unexecutable Deferred Requirements:** Requirements that are deferred because of operational commitments of assets; lack of organic or contractor facilities, equipment, manpower, or parts; or other constraints.



Unfunded depot maintenance requirements continue to show an upward trend through Fiscal Year 1995. This growth is caused by numerous factors including rollover of prior year unexecutable and unfunded deferred requirements, equipment age, and the transfer of missions and equipment from the Active components to the Reserve components overall, the unfunded depot maintenance requirements of the Reserve components grew from \$48.7 million in Fiscal Year 1993 to \$239 million in Fiscal Year 1995. This represents a 490 percent growth by the end of Fiscal Year 1995. The Army National Guard, Marine Corps Reserve, and Air Force Reserve show a steady growth in unfunded depot maintenance requirements through Fiscal Year 1995. Unfunded depot maintenance requirements will have an impact on Reserve equipment. Repair requirements and maintenance costs increase if the equipment is not repaired in a timely manner. The equipment becomes older, breaks down more, and becomes less reliable without upgrades. Based on available dollars, emphasis is placed on the "first to fight/first to be equipped" policy. Unfunded depot maintenance requirements are shown in Table 5-3.

The Army National Guard's unfunded depot maintenance requirements have grown from \$36

million in Fiscal Year 1993 to \$144.9 million in Fiscal Year 1995. These unfunded requirements, affecting both equipment and programs, include: the extended service program for the 5-ton and 10-ton trucks, the "Inspect and Replace Only as Necessary" program for the M-1 family of vehicles, the M-113 family of vehicles which include the M-113A1 conversion to the M-113A3, the transfer of Active component HAWK equipment, repairing communications/electronics equipment, and the overhaul of aircraft (UH-60s, AH-64s, CH-47s, and CH-53s). The overall effect of the continual climb of unfunded depot maintenance requirements will have an adverse affect on equipment readiness.

The Army Reserve's unfunded depot maintenance requirements reflect a growth of \$1.3 million in Fiscal Year 1993 to \$52.3 million in Fiscal Year 1994. In Fiscal Year 1995, the unfunded requirements decline to \$36.7 million. This affects the repair and return program, construction and engineer equipment, communications-electronics equipment, and watercraft vehicles. Increases in unfunded requirements in the Army Reserve are due to mission transfers from the Army component to the Army Reserve (Army watercraft dry-docking mission) and costs associated with the Service-wide

**Table 5-3**  
**UNFUNDED DEPOT MAINTENANCE REQUIREMENTS**  
**(Dollars in Thousands )**

<u>Component</u>	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>
Army National Guard	36,000	82,500	144,900
Army Reserve	1,300	52,300	36,700
Naval Reserve	10,900	9,500	20,800
Marine Corps Reserve	492	875	7,204
Air National Guard	0	30,800	22,200
Air Force Reserve	0	6,200	7,200
Total	48,692	182,175	239,004

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1994.

medium tactical truck upgrade initiative. The increases in depot maintenance unfunded requirements is due to programmed of maintenance scheduling.

The Naval Reserve unfunded depot maintenance requirements reflect growth from \$10.9 million in Fiscal Year 1993 to \$20.8 million in Fiscal Year 1995. Unfunded deferred requirements are comprised of ship maintenance, aircraft maintenance, and other depot maintenance. The airframe and engine maintenance constitute the bulk of these unfunded depot requirements and are projected to expand over the next several years due to the budget constraints.

The Marine Corps Reserve unfunded depot maintenance requirements reflect a growth of \$500,000 in Fiscal Year 1993 to \$7.2 million in Fiscal Year 1995. These unfunded requirements are due to equipment aging and longer periods of operational usage between repairs. Resources in the maintenance depots were used primarily for the regeneration of maritime prepositioning forces. This precluded a proper rotation of all serviceable assets to the Fleet Marine Force (FMF), including the Reserves, in exchange for items scheduled for depot maintenance. While the repair and rebuilding of combat vehicles is paramount in returning the FMF and Reserves to full operational capability, the repair and rebuilding of equipment such as communications-electronics, general purpose, automotive, and ordnance are equally important.

The Air National Guard unfunded depot maintenance requirements went from zero in Fiscal Year 1993 to \$30.8 million in Fiscal Year 1994; the Air Force Reserve unfunded depot maintenance requirements went from zero in Fiscal Year 1993 to \$6.2 million in Fiscal Year 1994. In Fiscal Year 1995, the Air National Guard unfunded requirements drop to \$22.2 million and the Air Force Reserve unfunded requirements increase to \$7.2 million. The decline of unfunded depot maintenance requirements for the Air National Guard is due to programmed scheduling of maintenance, which affects both aircraft and engine overhauls.

## Organizational Maintenance

An increasing backlog and fewer full-time technicians cause Reserve component units to use more preventive methods to offset the increased backlog/technician imbalance. Additionally, maintenance aids were introduced to enhance the knowledge and production of available technicians. Both quantities of equipment on-hand and training on test measurement and diagnostic equipment have increased.

The Army National Guard is the Army's leading authority on controlled humidity preservation. Storing mission-essential equipment in a fully mission capable condition reduces maintenance man-hours. The Army National Guard's maintenance strategy action plan requires unit commanders to complete services on 25 percent of the unit equipment. It also directs preventive maintenance checks and services as part of the unit commander's overall logistical and readiness planning. To assist Army National Guard unit commanders in reducing the backlog, states are using M-day direct support and general support maintenance units during inactive duty for training and annual training periods.

The Army National Guard has an ongoing equipment modernization program because of the Active component downsizing. States have experienced a significant increase in equipment density. With the further anticipated reduction of funding for the hiring of full-time maintenance technicians and for Class IX repair parts, the Army National Guard will experience an overall backlog increase in Fiscal Year 1995.

Throughout Fiscal Year 1994, the Army Reserve organizational maintenance backlog averaged 35 days. Major Army Reserve commands used a variety of active duty for special work and small contracts to reduce the backlog. This effort was affected in Fiscal Year 1994 by low funding. In Fiscal Year 1995, the Army Reserve will enlarge the contract support by continuing to use active duty for special work and hiring temporary employees. Each of these methods has specific drawbacks and funding

limitations which require thorough analyses. Additionally, consolidations of area maintenance support activities allowed the Army Reserve to reduce overhead, while increasing the number of actual mechanics available.

Naval Reserve ship maintenance backlogs have been eliminated by the decommissioning of all Reserve fast frigate training. The mobile inshore undersea-warfare vans are adequately funded for maintenance, preventing any backlog problems. No backlog for Fiscal Year 1995 is anticipated. Naval Air Reserve maintenance backlogs were 1,724,134 hours for Fiscal Year 1993 and 1,661,442 hours for Fiscal Year 1994. These hours are at normal levels. At the intermediate maintenance level, the backlog is measured in equipment turnaround time. The average turnaround time for Fiscal Year 1993 was 9.6 days and for Fiscal Year 1994, 9.5 days. This total turnaround time encompasses the time from aircraft part removal to the completion of repair at the aircraft intermediate maintenance department.

The transit of equipment between second and third echelons of maintenance continues to be a problem with the Marine Corps Reserve. The Fiscal Year 1995 maintenance backlog will remain at current levels. The following measures are being taken to decrease the maintenance backlog: increase the emphasis on using contact teams and refining the procedures for requesting contract maintenance, the use of intra-Service support agreements authorize increased maintenance echelon when a unit has the capability to perform the maintenance.

### **RETROEUR Program**

The Army National Guard has six operational RETROEUR equipment repair activities:

- Santa Fe, New Mexico (wheeled vehicles).
- Fort Riley, Kansas (wheeled and tracked equipment).

- Camp Shelby, Mississippi (wheeled and tracked equipment).
- Piketon, Ohio (engineer equipment).
- Fort Indiantown Gap, Pennsylvania (wheel vehicles).
- Camp Withycombe, Oregon (communications and electronics equipment).

Employees are Federally-reimbursed state employees, except for employees at Fort Indiantown Gap who are temporary Federal employees. Of the 369 employees, 76 percent are guardsmen and 24 percent are civilians. Ninety percent of the equipment returning from Europe was received in Fiscal Year 1994. Equipment received included M-1A1 tanks, M-113 personnel carriers, commercial utility cargo vehicles, M-88 tank retrievers, engineer equipment, and 5-ton trucks. As of December 1994, 1,355 pieces of equipment have been shipped to America's Army claimants. A site employing 50 personnel has been established at Blue Grass Station, Kentucky, to receive, classify, store, and redistribute retrograded supply Class II and Class VII non-rolling stock items. The site received 931 forty-foot containers. Current inventory shows more than 460,000 items valued at over \$98 million. Assets available include more than 1,200 lines of Class II and Class VII non-rolling stock items. In addition, the Blue Grass Station shipped over 124,000 items valued at over \$61 million to claimants. A communications-electronics (C/E) equipment repair site is now operational at Camp Withycombe, Oregon. It has received 9,339 pieces of C/E equipment and employs 23 workers.

The RETROEUR initiative provides hands-on maintenance management and maintenance training to guardsmen and enhances equipment on-hand readiness. It provides an opportunity to leverage the Army National Guard's capabilities and infrastructure within America's Army. In addition to providing a valuable means to redistribute assets within America's Army, the RETROEUR initiative is a very valuable program that enhances Army National Guard logistics areas. RETROEUR reflects a

partnership among Army National Guard, other Army components, and other Services.

In Fiscal Year 1994, the Army Reserve exercised mobilization and deployment systems to support a specified training plan developed by the 21st Theater Army Area Command (TAACOM). The TAACOM provided command and control for two company-size provisional units through the 29th Area Support Group. Major tenets of the plan were to provide military occupational specialty refresher and proficiency training for individual soldiers and an evaluation of the unit against an established mission-essential task list. Over 300 volunteer Army Reserve soldiers on 139-day active duty for training tours participated in the training from May to September 1994.

Training and Doctrine Command identified Fort Knox, Kentucky, as the in/out processing site. On May 9, 1994, 226 soldiers arrived at Fort Knox to receive the training and processing required to prepare to deployment to Germany. For Fiscal Year 1995, Army Reserve support to RETROEUR depends on the availability of Military Personnel Appropriation funding to support temporary tours of active duty. Over 300 soldiers are scheduled to support the mission. Fort Benning, Georgia, will be the in/out processing site for the two rotations planned for Fiscal Year 1995. Soldiers reported on October 16, 1994, for the next rotation and deployed to Germany on October 23, 1994. The Department of the Army will provide O&M funding to support the mission.

### **Prepositioning Program**

The Army completed the interim stage of the Army Prepositioned Afloat (APA) program in July 1994. It has an armored brigade/armored cavalry regiment (minus the air cavalry squadron), with organic combat support (CS) and combat service support (CSS) elements

afloat. The APA program also consists of port opening units with corps and theater combat service support capability. Future APA projects will further increase the CS and CSS capability.

In Fiscal Year 1995, the Army is leasing two container ships with 30 days of supply for early deploying units of the contingency corps. Large, medium speed, roll-on/roll-off ship acquisition from Fiscal Year 1996 to Fiscal Year 1998 will provide two million square feet of prepositioned equipment and significantly enhance corps/theater CS/CSS forces. Reservists provide a significant contribution to the APA program. Reservists augmented Army Materiel Command during the initial upload of the APA program in Antwerp, Belgium and Charleston, South Carolina. Their support was invaluable.

Reservists with the Third U.S. Army assisted in the development of and in providing warfighter overwatch for the APA program. The 143rd Transportation Command is responsible for the development of the APA ship battlebooks which provide the warfighter with information on vessel characteristics, deck diagrams, stow locations, and equipment listings. Reservists will assist in the deployment, employment, and redeployment of the APA program in a major regional conflict. Reserve transportation command units will have responsibilities for movement of APA assets from theater base reception, onward movement, and redeployment. Reserve Theater Army Area Commands will have overall supervision of ship off-load and equipment maintenance during the theater base reception, onward movement, and APA redeployment. The final APA package in Fiscal Year 1998 will include seven unit sets of equipment for Reserve component units to use. Reservists can be expected to play a significant role in APA exercises in the Continental United States and Outside the Continental United States.



# Facilities

# 6

*"Our Reserve component facilities strategy is based on protecting force readiness and enhancing quality of life while sustaining the force."*

*Mr. John B. Rosamond  
Deputy Assistant Secretary of Defense for  
Reserve Affairs (Materiel and Facilities)*



## Introduction

**I**t is essential that the Reserve components have modern, appropriately-sized, and configured facilities. Maintaining aging and obsolete facilities requires an inordinate amount of a Reserve component's limited resources. Congress has consistently provided add-ons to the military construction funding for the Reserve components. The military construction backlog and the percentage of inadequate facilities require continued support by both the Department of Defense and the Congress. Reserve component facilities range from individual Reserve centers and armories to regional equipment maintenance centers, and from small support facilities to large installations. The Reserve components train in more than 5,400 facilities in 4,200 communities across the Nation and overseas. Sufficient funding must exist to repair and maintain present facilities and build new facilities. Adequate Reserve component facilities become increasingly important as additional missions are transferred to the Reserve components. (See Table 6-1).

## Reserve Component Facilities

The Reserve components have responsibility for operating and maintaining many facilities. For reasons of economy and efficiency, joint use of facilities by more than one Reserve component is emphasized by all the Services. Some facilities are shared with Reserve component and Active component units, and all new construction is evaluated for potential joint-use. A major concern throughout the Reserve components is the adequacy of the facilities and initial support funding for transferred facilities. Often facilities need to be modified due to reallocations of units and transferred missions. Base operations will need to be funded until the gaining unit can add the funding requirements of the gained facility into the resource planning cycle. A shortfall of funding for these modifications and base operations, coupled with an increasing facility maintenance shortfall, are causing the number of inadequate facilities to increase in the Army National Guard, Army

Reserve, and Air Force Reserve. The negative impacts on readiness will be evident by Fiscal Year 1996 if this trend is not reversed.

Four facilities were transferred/assigned to the Army National Guard in Fiscal Year 1994. These facilities met all environmental requirements for transfer and use. The major concerns were receiving adequate maintenance and repair funding to keep the facilities operational. Maintenance and repair accounts have been decreasing at a rate of four percent each year, while total assigned square footage has increased.

The Army Reserve acquired five parcels of land in Fiscal Year 1994. They were environmentally clean at the time of acquisition. Four Active installations were transferred to the Army Reserve for command and control. The Army Reserve is concerned about the availability and accuracy of documentation for known environmental issues at these installations. The adequacy of funding is also an issue. The percentage of facilities considered inadequate is not expected to change substantially in Fiscal Year 1995.

The Naval Air Reserve Center, Minneapolis, Minnesota, acquired facilities that it had previously leased from the Air Force Reserve. The Naval Air Reserve, Alameda, California, relocated to Moffett Federal Air Field and the Naval Reserve Readiness Center relocated to Detroit at Selfridge Air National Guard Base. All known environmental requirements have been funded or will be funded.

Several facilities were vacated by the Navy and assumed by the Marine Corps Reserve. The facilities at Montgomery, Alabama, and West Trenton, New Jersey, did not meet environmental requirements and were subsequently remediated by Navy contract. The Marine Corps Reserve is experiencing problems resulting from the unexpected closure of joint facilities. The Marine Corps Reserve units there as tenants are then forced to relocate to places with inadequate facilities.

**Table 6-1**  
**RESERVE COMPONENT FACILITIES**  
**(Dollars in Millions)**

Component	FY	Total Facility Locations	Number of Separate Communities	Number of Bldgs & Structures	Value of Facilities (in Millions)	Percent Considered Inadequate <sup>3</sup>	Yearly Renewal <sup>1</sup>	Number Jointly Used	No. of Closures
Army National Guard	93	3,306	2,702	25,411	13,000	37%		391	
	94	3,300	2,700	22,336	13,000	47%	260	398	7
Army Reserve	93	1,448	1,305	2,144	3,600	45%		176	
	94	1,501	899	2,751	3,600	45%	63	102	164
Naval Reserve	93	259	238	1,826	2,900	27%		167	
	94 <sup>2</sup>	212	191	1,513	1,769	24%	35	143	47
Marine Corps Reserve	93	193	193	690	400	49%		318	
	94	191	191	60	388	25%	8	317	2
Air National Guard	93	170	170	5,300	12,300	68%		40	
	94	174	174	5,286	13,200	46%	264	41	0
Air Force Reserve	93	71	71	762	2,700	34%		65	
	94	61	61	935	4,000	40%	80	60	10
Total	93	5,447	4,679	36,133	34,900			1,157	
Total	94	5,439	4,216	32,881	35,957			1,061	230

## Notes:

1. Yearly Renewal = Plant Value X .02.
2. Excludes BRAC sites and transferred sites.
3. Each Reserve component evaluates "adequacy" differently. Generally, "inadequate facilities" are those ill-suited to support the assigned units.

Source: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.

Data as of September 30, 1994.

With continued base closures, relocations, or consolidations, the Marine Corps Reserve anticipates the need for further renovations and new construction in order to meet training and logistical requirements.

The Air National Guard anticipates the transfer of numerous missions and bases as the Active component downsizes. If adequate resources are not transferred along with those missions/bases, the Air National Guard will experience problems in effectively managing their new missions and installations. The Air National Guard is also concerned that it will become responsible for environmental issues at Base Realignment and Closure gained installations.

Facilities at Richards-Gebaur Air Reserve Base, Missouri, were vacated by the Air Force Reserve and the base was closed in Fiscal Year 1994 as a

result of BRAC-91 decisions. However, BRAC-91 decisions also directed that Air Force facilities at Bergstrom AFB, Texas, and Carswell AFB, Texas, be transferred to the Air Force Reserve during Fiscal Year 1994. Additionally facilities at Homestead AFB, Florida, were transferred to the Air Force Reserve in Fiscal Year 1994 due to BRAC-93 decisions.

The Active Coast Guard did not transfer any facilities during Fiscal Year 1994. The Coast Guard Reserve generally uses Active component equipment and facilities and, with the exception of the three deployable port security units, does not maintain separate equipment stockage.

### **Military Construction Funding**

During Fiscal Years 1989 through 1994, \$4.5 billion was appropriated for Reserve

component facilities. This included a significant Congressional add-on of \$2.2 billion. Some of this money was used for construction of facilities that support new missions; the remainder has been used to improve the facilities of existing units and to enhance maintenance and mobilization capabilities. The recent successes of the military construction program are, to a large extent, due to the additional support which Congress has provided. The Services recognize the need for modern, efficient facilities for all of their activities and believe

their budgets represent a balanced approach to military construction requirements for the Active and Reserve components requests. However, Congress has made major additions to Reserve component military construction budget requests over the past few years. As noted in Table 6-2, \$752 million was appropriated by the Congress, an increase of \$400 million above the DoD request. Most of the additional funds supported improved readiness and mobilization capability for the Reserve components.

**Table 6-2**  
**MILITARY CONSTRUCTION FUNDING**  
**(Dollars in Millions)**

<b>Component<sup>1</sup></b>	<b>FY92 Dollars</b>	<b>Projects Completed</b>	<b>FY93 Dollars</b>	<b>Projects Completed</b>	<b>FY94 Dollars</b>	<b>Projects Completed</b>	<b>FY95 Dollars</b>
<b>Army National Guard</b>		47		52		59	
MILCON Request	50		12		51		10
MILCON Appropriation	232		215		303		188
<b>Army Reserve</b>		5		16		9	
MILCON Request	58		8		80		8
MILCON Appropriation	109		42		102		57
<b>Naval/Marine Corps Reserve</b>	N/A	21	N/A	14	N/A	6	N/A
MILCON Request	21		10		21		2
MILCON Appropriation	49		15		25		23
<b>Air National Guard</b>		69		150		87	
MILCON Request	132		132		142		123
MILCON Appropriation	217		288		247		248
<b>Air Force Reserve</b>		13		27		34	
MILCON Request	21		24		56		28
MILCON Appropriation	10		30		75		57
<b>Total MILCON Request</b>	<b>282</b>	<b>155</b>	<b>186</b>	<b>259</b>	<b>350</b>	<b>195</b>	<b>171</b>
<b>MILCON Appropriation</b>	<b>617</b>		<b>590</b>		<b>752</b>		<b>573</b>

Notes:

1. Not applicable to Coast Guard Reserve.

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.

Data as of November 4, 1994.



Fiscal Year 1995 budget reductions resulted in one environmentally related construction project for the Army National Guard for \$2.08 million. Of the total Fiscal Year 1995 MILCON appropriation of \$188 million, Congressional add-ons accounted for \$178 million and 61 projects.

The Army Reserve's appropriations were not reduced in Fiscal Year 1994, nor were there any delays due to inadequate funding. Congressional funding for Phase II of the United States Army Reserve Command Headquarters Facility project (\$21.4 million) is provided in Fiscal Year 1995, bringing the total funded amount to \$36.4 million. Project design for the facility is 66 percent complete, with anticipated contract award scheduled for March 1995. The dollar value of the Fiscal Year 1994 Military Construction Army Reserve (MCAR) program represents an exception in the trend for the Army Reserve. The priority investment program in Fiscal Year 1995 will likely have the same result as the Fiscal Year 1993 "pause"—no projects can be completed. The \$43 million Fiscal Year 1996 program is comprised mainly of projects originally planned for earlier years. The trend in MCAR program funding is clearly negative, preventing any real reductions in backlog.

Budget decisions resulted in across the board reduction to all Military Construction Naval Reserve (MCNR) projects in the Fiscal Year 1994 program. Of 11 Fiscal Year 1994 projects contracted by the end of the fiscal year, all but one required more funds than appropriated. The project at Naval Air Facility, Washington, for a Ground Support Equipment warehouse was high enough to require formal reprogramming. Obtaining these additional funds after bid openings delayed the contract awards and the execution of the projects; however, all were eventually contracted. Funds were available for reprogramming from other MCNR projects no longer required due to Base Realignment and Closure (BRAC) directed closures of Naval Reserve activities. Most military construction Naval Reserve projects under construction from

prior fiscal years programs are complete. However, over 20 MCNR projects from Fiscal Year 1994 and earlier were contracted in Fiscal Year 1994. Many of these projects will be completed in Fiscal Year 1995. The level of MCNR programmed projects continues to be suppressed pending the completion of the BRAC process. In order to make any real headway in improving the condition of Naval and Marine Corps Reserve facilities, and thereby reducing the maintenance backlog, increases must be maintained.

There have been no reductions in amounts appropriated for Marine Corps Reserve military construction projects; total cost limitations have had no impact on current planned projects. Several projects have been delayed because of insufficient funding.

The Air National Guard Fiscal Year 1994 MILCON program had a \$5.7 million general reduction in the appropriation. The end result of this reduction may be that the last projects in the program to finish design will lack sufficient funds for project award. These projects will be dealt with as the program progresses. Further impacts of an underfunded military construction program include higher costs to operate older facilities, continuation of severe space shortages at approximately 40 percent of Air National Guard bases, decreased quality of life, negative impacts on training, and a general inability to support base master plan development.

The Air Force Reserve Fiscal Year 1994 MILCON program had a \$2.78 million general reduction and a \$1.86 million general rescission for a total reduction in appropriations of \$4.64 million. The results of these reductions were the cancellation of two projects at O'Hare Air Reserve Station (ARS), Illinois, the consolidation of two projects at Willow Grove ARS, Pennsylvania, and the reduction of the Air Force Reserve design account. The impact of these reductions strained the Air Force Reserve O&M account and depleted the Air Force Reserve's MILCON design account.

No funds were appropriated in Fiscal Year 1994 for military construction projects for the Coast Guard Reserve.

### **Major Projects Completed**

Aging and inadequate facilities inhibit training, performance, and productivity. Adequate facilities are required for the training and mobilization platforms needed in today's environment. Limitations or restrictions on the types of military construction projects which can be approved severely reduce the Service flexibility to program and fund critical or high priority projects.

An Army National Guard concern is the stagnation of Real Property Maintenance Activities (RPMA) funding. Overall, the RPMA funds 58 percent of the total Army National Guard requirements. This level of funding will force the deferral of facility maintenance and repair, increasing expenditures and accelerating the closure of necessary facilities because they no longer meet environmental and safety requirements. There are insufficient operational funds to maintain and operate all Army National Guard major training areas. This has a significant negative impact on readiness and training. Failure to act on this issue will directly impact the ability of the Army National Guard to perform its mission.

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***Almost half of Army Reserve facilities are presently inadequate in meeting training, storage, and maintenance needs.***

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The Army Reserve is faced with integrating the installation's MILCON backlog with other Reserve facility requirements. Funding is insufficient to meet essential revitalization goals (\$63 million per year) and to decrease the \$2.0 billion backlog. In Fiscal Year 1994, four active installations were

transferred to the Army Reserve for command and control. Forces Command (FORSCOM) provided transition base operations funding assistance. Additional transfers of installations to the Army Reserve are anticipated, providing opportunities to enhance training and mobilization readiness. As these transfers occur, funding must be made available to continue to revitalize facilities and infrastructure and to respond to new missions. As in the past, a combination of addition/alteration projects and new construction will be used to provide for mission-essential needs. Almost half of the Army Reserve facilities are presently inadequate in meeting training, storage, and maintenance needs. Military construction funding for Fiscal Years 1996 and 1997 averages 38 percent of annual requirements. In addition, older facilities are deteriorating at increasing rates because of inadequate funding to accomplish RPMA which is being funded at 55 percent of requirements in Fiscal Years 1996 and 1997. Adequate funding in both MILCON and RPMA is essential for the Army Reserve to maintain its properties as required.

Naval Reserve and Marine Corps Reserve jointness in facilities utilization is a positive trend. Sharing of facilities reduces both operation and maintenance funding requirements by the Reserve components involved. The biggest facilities challenge facing the Naval Reserve is the increasing backlog of maintenance and repair at its facilities and installations. Military construction funding levels in recent years have been insufficient to modernize the facilities inventory, causing a maintenance backlog increase. Operational, administrative, and quality of life facilities need significant modernization. Without modernization, the maintenance and repair funding drain on the Naval Reserve O&M account becomes a major readiness issue.

The Marine Corps Reserve's facilities challenge is maintaining a stable MILCON funding environment following the imposed funding reductions during the BRAC process. Over half of the 4th Marine Aircraft Wing fixed wing, helicopter, and aviation support squadrons will be affected by base closure decisions. The Marine

Corps Reserve anticipates BRAC-95 decisions to have an even greater impact. The aviation facilities challenge is maintaining readiness of Marine Corps Reserve units in areas where an existing drilling site, usually a joint site, is directed to close and new adequate facilities must be found.

The Air National Guard's main challenge is to effectively support aircraft conversions and modernizations while complying with environmental laws and replacing inadequate facilities. The Air National Guard acquisition strategy is to fund aircraft conversions and modernizations, critical environmental compliance projects, and projects to remove excess buildings and provide reliable, efficient facilities for training and work accomplishment.

The greatest MILCON challenge of the Air Force Reserve is funding the design and new mission construction needed to support aircraft conversions and modernizations. Although these new missions are supported at the highest levels, MILCON funding has not been transferred to the Air Force Reserve to provide the facilities support. The result is no facilities to maintain the new aircraft.

The Coast Guard Reserve generally uses Active component equipment and facilities and, with the exception of the three deployable port security units, does not maintain separate equipment stores. The planned establishment of three stand-alone port security units during Fiscal Year 1995

will require the acquisition of warehouse space to store and maintain unit equipment.

### Construction Backlog

Poor facilities and supporting infrastructure degrade mission readiness and lower morale. The Reserve components had a total construction backlog of \$7.4 billion in Fiscal Year 1994. A positive trend has developed recently as Reserve component construction backlog decreased slightly over the past few years. The backlog by component is shown in Table 6-3.

The Army National Guard Fiscal Year 1994 MILCON backlog/unfunded requirements totaled more than \$3 billion, representing nearly 2,000 construction projects. The backlog continues to grow because of equipment modernization, new missions, unit reorganizations, criteria modernization (health, safety), and revitalization and rehabilitation of aging facilities. Maximum use of existing facilities, leasing facilities, and temporary facilities are steps taken to continue to accomplish the Army National Guard mission as it waits for new construction, expansion, or modernization of existing facilities.

The Army Reserve MILCON program is developed and prioritized to meet the requirements of the high priority contingency force pool units, to accomplish new mission training needs, and to address worst cases of

**Table 6-3**  
**MILITARY CONSTRUCTION BACKLOG**  
**(Dollars in Billions)**

<b>Component<sup>1</sup></b>	<b>FY92</b>	<b>FY93</b>	<b>FY94</b>
Army National Guard	2.8	3.0	3.0
Army Reserve	1.9	2.0	1.9
Naval and Marine Corps Reserve	1.1	0.7	0.5
Air National Guard	1.6	1.5	1.6
Air Force Reserve	0.3	0.3	0.4
Total	7.7	7.5	7.4

Note:

1. Not applicable to the Coast Guard Reserve.

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.

Data as of September 30, 1994.

unit overcrowding or deteriorated facility conditions. The MILCON backlog is holding steady in the Army Reserve only because the downsizing of Army Reserve force structure and consolidation of units have temporarily offset the backlog growth. Backlog will continue to grow because the pattern in annual funding does not meet requirements for revitalization. Until the Army Reserve can receive military construction funding to meet revitalization needs and start reducing the backlog, units will continue to suffer from lack of adequate training, storage, and maintenance facilities. All shortfalls affect training, supply, maintenance, readiness, morale, recruiting, and retention.

The Naval Reserve and Marine Corps Reserve backlog of military construction continues to decline due to the reduction of activities and infrastructure resulting from the BRAC process. However, the Naval Reserve still has some of the oldest facilities among the Reserve components, and suppressed military construction funding for the Naval Reserve over the last three fiscal years has perpetuated the problem. Older facilities require higher levels of funding for maintenance and repair. Increased levels of military construction funding are required beginning in Fiscal Year 1997.

The Air Force Reserve's construction backlog increased markedly because the number of Air Force Reserve bases increased while MILCON funding decreased. New missions, forcing conversions with no funding for facilities support, contributed to this backlog. Construction to support environmental compliance remains on schedule.

### **Facilities Investment Strategy**

Significant force structure changes and the size, complexity, diversity, and condition of the physical plant require the Reserve components to have a comprehensive, balanced facility investment strategy. A combination of renovation, replacement, additions, and leased space is required for the Reserve components to improve readiness. Actions such as joint use of facilities and Reserve

enclaves at closing Active installations have proven to be effective consolidation measures which enhance DoD's investment strategy.

The Reserve component facilities investment strategy is shown in Table 6-4.

Many dynamics such as organizational changes, relocations, consolidations, new or modernized equipment, and new missions impact on facilities. The total impact of upcoming changes will require some time to analyze as components measure the effects on facilities due to the dynamics mentioned above. The number of inadequate Reserve component facilities is decreasing or at least remaining stable. Still, more than 30 percent of over 32,000 Reserve component facilities are inadequate because of size, configuration, location, or a combination of these factors. Additionally, some facilities are World War II vintage.

In the past, the DoD facilities strategy was to reduce space deficiencies by four percent per year and renew by two percent per year. This would have allowed current space deficiencies to be eliminated in 25 years and plant renewal in 50 years. Since 1988, the Reserve component construction portion of the Military Departments' budget requests declined from \$585 million in 1988 to \$336 million in 1995. During the same period, the President's Budget declined from \$579 million in 1988 to \$171 million in 1995. The effects of this



**Table 6-4**  
**RESERVE COMPONENT FACILITIES INVESTMENT STRATEGY**  
**(Dollars in Millions)**

Component	FY	Military Construction Backlog	Yearly Reduction	Yearly Renewal	Yearly Investment (for subsequent FY)
Army National Guard	93	3,000	120	300	420
	94	3,000	120	260	380
Army Reserve	93	1,998	80	73	153
	94	1,851	72	63	139
Naval and Marine Corps Reserve	93	654	26 <sup>1</sup>	63 <sup>1</sup>	89 <sup>1</sup>
	94	500	20 <sup>2</sup>	43 <sup>2</sup>	63 <sup>2</sup>
Air National Guard	93	1,550	62	264	299
	94	1,550	50	198	326
Air Force Reserve	93	318	13	58	71
	94	419	17	80	97
DoD Total	93	7,520	301	758	1,032
	94	7,320	279	644	1,005

## Notes:

1. Suggested funding levels calculated by OSD Reserve Affairs based on an assumed overall investment of \$1 billion annually for all Reserve components with a proportional share for each component based on military construction backlog.
2. Actual calculation of average projects funding in the Military Construction Naval Reserve Fiscal Year Defense Plan; yearly reduction does not include Marine Corps Reserve estimate of \$4.4 million for Damneck, Virginia project; yearly renewal and yearly investment do not reflect total current Marine Corps Reserve backlog.

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.

Data as of September 30, 1994.

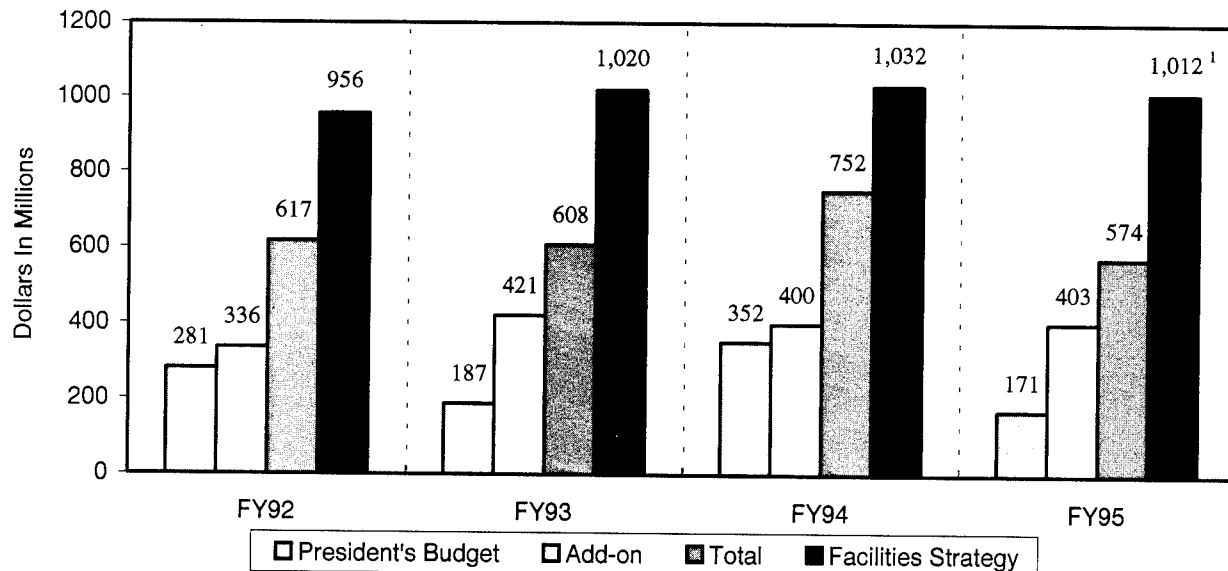
reduction would have more than decimated the Reserve component military construction programs without Congressional intervention. The Congress has consistently increased the final appropriation from \$5 million in 1988 to \$403 million in 1995 to meet what it feels to be the required level for MILCON funding. Most of the add-ons have gone to the Air and Army National Guard. Despite these significant funding levels, the Reserve component military construction backlog has decreased only slightly. Figure 6-3 depicts this trend.

Force structure changes and recent BRAC actions have also lowered the backlog; however, transfer of Active installations to the Reserve component and the dynamics mentioned above continued to exacerbate efforts to greatly reduce the backlog.

The President's Budget request of \$350 million for Fiscal Year 1994 met only 34 percent of the required funding to implement the DoD facility strategy. With Congressional help, the final appropriation amounted to 74 percent of the annual requirement. Chart 6-1 compares the President's Budget requests and Congressional appropriations for Fiscal Years 1988 through 1994 with the Department of Defense Investment Strategy requirements.

The DoD current investment strategy remains valid. This investment goal becomes critical as the trend to rely more on the Reserve components continues. Adapting to new requirements will require continued emphasis on new and upgraded facilities for the Reserve components.

**Chart 6-1**  
**FACILITY INVESTMENT STRATEGY**  
**(Comparison)**



Note:

1. Facility Investment Strategy for Fiscal Year 1995 is a projection based on expected trends.

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.

Data as of September 30, 1994.

### Impact of Base Closures

The 1995 Base Realignment and Closure (BRAC-95) Commission will consider further base closure recommendations from the Secretary of Defense. Reserve component training and readiness have been impacted by base closures. The base closure process now includes policies at both Service and Office of the Secretary of Defense levels that assure adequate consideration of the impact on adjacent or tenant Reserve component units for BRAC-95. In some cases, base closures can provide expanded opportunities for consolidation and joint use; however, Reserve component units will have difficulty in attaining the required readiness levels without access to local training areas. Training considerations and priorities must be afforded Reserve component units during and following base closures and

consolidations. The planned closure of joint Reserve centers, regardless of assigned units, must be studied more closely by the Services and Department of Defense to ensure that anticipated cost savings will be achieved.

Declining force structure in both Active and Reserve facilities may create opportunities for joint consolidations into existing excess facilities for units in the same demographic area. In some cases, the facilities being vacated by the Active components are newer and in better condition than the Reserve component facilities. Consolidation into these facilities will reduce the backlog of maintenance and repair for the Reserve components.

The Army National Guard uses facilities and installations of other Services through inter-

Service agreements, usually at no cost. As these installations, bases, and facilities are closed, support must be obtained from other installations and support agencies. This often results in increased travel costs, travel time, and additional personnel costs. In the case of enclaves being turned over to the Army National Guard, the major concern is adequate funding to operate the facilities. The Services are not required to transfer programmed funds to the Reserve components to support the new facilities. Additionally, Army National Guard units are experiencing problems scheduling and using maneuver training areas and multi-purpose training ranges on Active component facilities due to availability and Active component priorities. If critical training sites and ranges are selected for closure, Army National Guard training would be gradually lessened. The losses of these areas and facilities could affect gunnery and marksmanship proficiency, soldiers skills training, staff and leaders training, and all collective training events.

Previous decisions of the BRAC Commission to close six Army installations, three Air Force bases, seven Navy installations, and one Marine Corps Reserve installation had a direct impact on the Army Reserve. Retention of existing Army Reserve facilities and acquisition of existing facilities and land on BRAC-affected installations result in cost savings to the Department of Defense. High cost leases could be terminated if land could be transferred between Services to either support or preclude Army Reserve military construction projects. Transfer of facilities or land at BRAC installations could be accomplished at no cost to the Army Reserve under the provisions of Section 2571a, Title 10, United States Code. The Army Reserve asked for enclave arrangements or retention of Government owned facilities at numerous military installations affected by BRAC. Even carefully developed transfers are not without problems. For example, at Fort McCoy, Wisconsin, the Navy will fund construction of a replacement aviation support facility, but units must relocate to interim facilities at Aurora, Illinois, until construction is completed in 1997.

The BRAC process had a positive effect on the Naval Reserve since excess infrastructure was rapidly disposed. The closure and realignment of Naval Reserve Centers, Readiness Commands, and Air Stations reduced the backlog of military construction by 50 percent, from \$1.1 billion in Fiscal Year 1992 to \$545 million in Fiscal Year 1994. Without this rapid disposal of facilities, that portion of the Naval Reserve's O&M budget allotted to facilities maintenance and repair would be unacceptably high, causing training and readiness problems.

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***The result...has been  
a net increase in the  
cost of facilities  
O&M.***


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The effect of the BRAC process on the Marine Corps Reserve has been quite different. Since the Marine Corps Reserve is not in a declining force structure situation, the BRAC-directed closure of joint Naval and Marine Corps Reserve centers has caused a hardship on the affected Marine Corps Reserve units. The result for the Marine Corps Reserve has been a net increase in the cost of facilities O&M. During Fiscal Year 1994, the BRAC process caused two Naval Aviation Stations (NAS) to close, necessitating the movement of four Marine Reserve aviation units. Additionally, the impending closure of another NAS caused the movement of five more Marine Reserve aviation units. To date, nine Reserve aviation units and one Reserve ground unit have been moved because of BRAC. The true impact of closures will not be realized until fourteen additional aviation units are moved during Fiscal Year 1995. Closures of Naval Air Stations will have had an impact on 50 percent of Marine Reserve aviation units by the end of Fiscal Year 1995. These closures and relocations resulted in a state of diminishing readiness capability, since some of these Reserve units are being moved beyond the reasonable commuting distance of their original sites.

Base closures impacted Air National Guard readiness and training. Previous base closure decisions did not adequately assess the impact of the support lost for Air National Guard flying units and geographically separated units in finance, weather, supply, computer support, medical, and environmental engineering. Individual Air National Guard unit training and readiness are adversely affected if adequate replacement facilities and support are not identified prior to the closure or realignment of the Active component base providing the support. Base closure and realignment decisions had an estimated impact of \$2 to \$3 million in Fiscal Year 1994. Active component base closures adversely impacted Air National Guard support costs for some flying units. Differences in closure philosophy and policy decisions between Services adversely affected support for Air National Guard units. A BRAC funding decision jeopardized the future of a needed Air National Guard medical training facility. The loss of any support functions as the result of impending base closures must be identified early in the BRAC-95 recommendation process.

The Air Force Reserve experienced significant force structure realignment as the result of previous BRAC actions. Past BRAC decisions

resulted in the transfer of five installations. The Air Force Reserve experienced a significant increase in base operating support costs, increased personnel training costs, and additional recruiting challenges. The current level of funding for O&M at these installations is insufficient to adequately support current mission requirements. Inadequate funding jeopardizes other Reserve programs and priorities. The Air Force Reserve developed a backlog of construction and maintenance repair projects that requires additional military construction funding to maintain, repair, and/or replace required facilities. The direct result of previous Commission decisions is a significant increase in the number of inadequate facilities in the Air Force Reserve inventory and a disproportionate increase in day-to-day operating expenses.

Department of Defense base closures may have an indirect effect on the Coast Guard Reserve, especially in those locations where reservists depend on the local DoD facility to provide training exercises, medical support, or commissary and exchange privileges. No Coast Guard Active commands were closed during Fiscal Year 1994. 

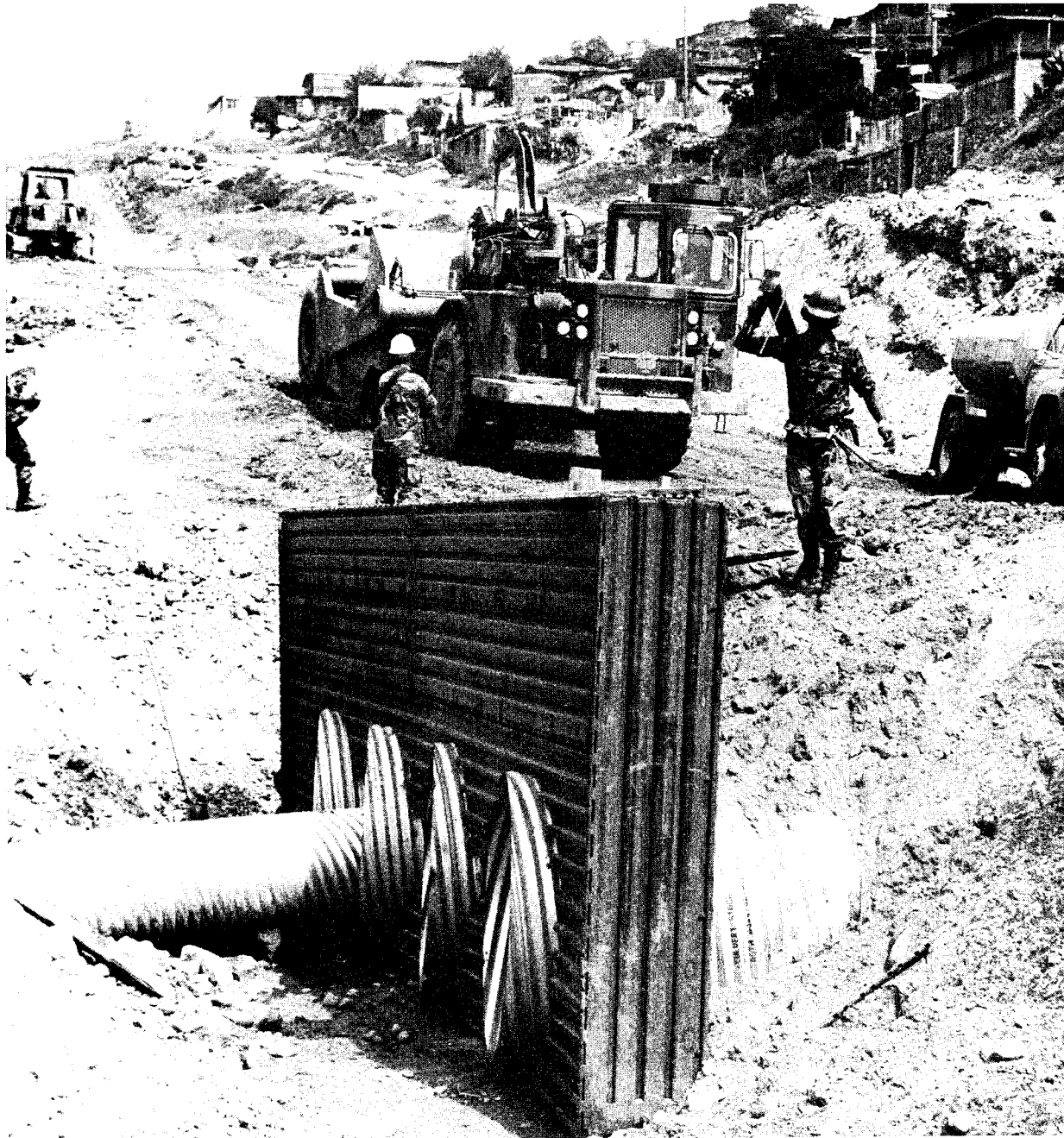


# Environmental Programs

# 7

*"While the Nation faces many environmental challenges, the Reserve components are doing exemplary work in environmental management and stewardship. I commend them for their accomplishments, both individually and with their active duty counterparts."*

*Ms. Sherri W. Goodman,  
Deputy Under Secretary of Defense for  
Environmental Security*



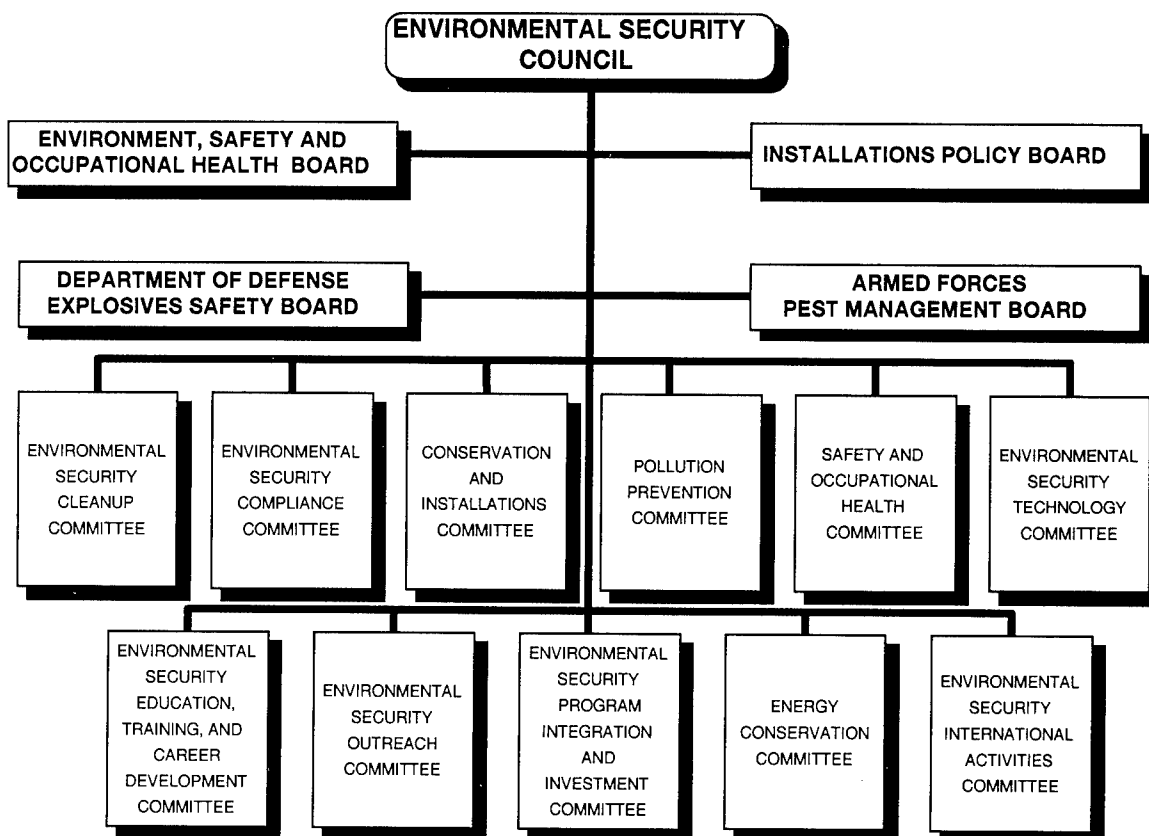
## Introduction

**E**nvironmental concerns and challenges continue to be a priority of the Department of Defense (DoD). Legal and regulatory requirements continue to have an impact on the entire defense community. Violations of Federal, state, or local environmental laws are resulting in civil and criminal penalties. Commanders are being expected to know the laws, provide training for subordinates, and ensure that all environmental requirements are met. Reserve component environmentalists are at the leading edge of DoD in working with Federal and state agencies to bring 5,400

locations into compliance. The Board is represented on various DoD environmental committees and are attending monthly Environmental Protection Agency (EPA) Federal Facilities Environmental Roundtable sessions. Figure 7-1 shows the Environmental Security Council structure.

Environmental compliance is not a new goal for the Federal government. Since 1989, funding for the clean-up of waste at Federal facilities has more than tripled with the Fiscal Year 1995 budget. The Services support this effort and have identified environmental compliance, pollution prevention, and education as major goals, followed closely by environmental remediation and restoration.

**Figure 7-1**  
**DEFENSE ENVIRONMENTAL SECURITY COUNCIL**



Source: Department of Defense.

Future challenges include awareness on the growing number and scope of environmental regulations, the growing need for trained professionals to ensure compliance with these regulations, and the growing trend to assess civil and criminal penalties to those charged with environmental management. This latter challenge includes Federal, state, and local fines which are occurring throughout many of the Reserve components and have the potential to gradually lessen already scarce resources to a significant degree.

Department of Defense environmental programs and program costs for Fiscal Years 1990 through 1995 are shown in Table 7-1.

### Department of Defense Environmental Policy, Initiatives, and Funding

DoD environmental security strategy is directed by the Deputy Under Secretary of Defense for Environmental Security and emphasizes programs in clean-up, compliance, conservation, and pollution prevention; safety and occupational health; fire prevention; and technology. All of these programs are applicable to the Active and Reserve

components. To ensure that Reserve component concerns are appropriately addressed, Reserve component membership and involvement are critical throughout the Defense Environmental Security Council. To accomplish its objectives, DoD continues to receive support from an environmentally conscious Congress.

The Department of Defense environmental budget includes resources in the Environmental Restoration Defense appropriation; the Service and Defense Agencies Operation and Maintenance, RDT&E, Procurement, and Military Construction appropriations; the Base Closure and Realignment (BRAC) accounts; and the Strategic Research and Development Program. Environmental Restoration Defense funds are used for remediation (clean-up or restoration) of past hazardous waste disposal activities, whereas, the Services budget for environmental compliance clean-up activities that result from ongoing operations (e.g., the clean-up of fuel contamination at a motor pool). The BRAC account budgets for environmental restoration and compliance programs for bases to be closed. The Legacy Program is funded through the O&M appropriation.

**Table 7-1**  
**DoD ENVIRONMENTAL PROGRAMS**  
**(Dollars in Millions)**

<u>Program</u>	<u>FY90</u>	<u>FY91</u>	<u>FY92</u>	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>
Restoration	601	1,065	1,129	1,638	1,965	1,780
Compliance	790	1,108	1,930	2,118	1,921	2,065
BRAC	0 <sup>1</sup>	304	540	404	526	518
Conservation	0 <sup>1</sup>	10	25	133	132	144
Pollution Prevention	0 <sup>1</sup>	0 <sup>1</sup>	0 <sup>1</sup>	274	338	386
Technology	0 <sup>1</sup>	77	70	393	411	290
Total	1,391	2,564	3,694	4,960	5,293	5,183

Note:

1. Not a separate budget item fiscal year indicated.

Source: Office of the Deputy Under Secretary of Defense for Environmental Security (Program Integration).

Data as of September 30, 1994.

## Reserve Component Environmental Programs and Funding

The Reserve components leading environmental expenses are for compliance and restoration. Hazardous waste remains a significant problem, though most sites have had initial inspections and many clean-up programs have begun. Funding shortfalls exist throughout the Reserve components with a likelihood that an increasing backlog of sites requiring remediation will further inhibit efforts in compliance and pollution prevention, and could eventually impact operations and training.

A summary of major environmental requirements impacting the Reserve components is shown in Table 7-2.

The Army National Guard Environmental Programs Directorate has been successful in obtaining additional funding at several Federally-owned locations for environmental site inspection/remedial investigation projects and for interim underground storage tank (UST) removal actions. The Army National Guard has not been as successful in obtaining dedicated funding for Federally-owned facilities for the environmental assessments necessary to determine if restoration is required.

**Table 7-2**  
**RESERVE COMPONENT ENVIRONMENTAL CLEAN-UP REQUIREMENTS**  
**(Dollars in Millions)**

<u>Component</u>	<u>Number of Sites</u>	<u>Estimated Cost</u>	<u>Dollars<sup>2</sup> Funded (FY94)</u>	<u>Dollars<sup>2</sup> Planned (FY95)</u>	<u>Most Costly Remediation</u>	<u>Next Most Costly Remediation</u>
Army National Guard	1,207	\$200	16.0	18.0	Superfund Sites	Underground Storage Tanks
Army Reserve	1,259	175	29.5	63.8	Hazardous Waste	Contamination Clean-up
Naval Reserve	387	297	38.0	38.0	Asbestos Removal	UST Removal & Soil Remediation
Marine Corps Reserve	91	12	3.6	3.9	Pollution Abatement	Asbestos Removal
Air National Guard	674	337	26.8	35.0	Contamination Clean-up	Underground Storage Tanks
Air Force Reserve	99	38	4.3	7.0	Sanitary Landfills	Fire Training Areas
Coast Guard Reserve <sup>1</sup>	+200	+175	8.5	9.5	Hazardous Waste	Underground Storage Tanks

**Notes:**

1. Environmental clean-up is a Coast Guard responsibility.

2. FY94 supplemental amounts are included in FY95 dollars planned.

Source: The Reserve components.

Data as of September 30, 1994.

The *Comprehensive Environmental Response, Compensation, and Liability Act* (CERCLA) work at state-owned facilities cannot be completed because Defense Environmental Restoration Account (DERA) funds are not available for state-owned facilities and O&M funds are not allowed to be used in lieu of DERA funds. This problem will continue until other funds (Federal or state) are made available for CERCLA work at state-owned facilities. Funding for underground storage tank remediation is presently sufficient to fund all remediation requirements; however, as the 1998 deadline to replace single wall USTs approaches and more tank removals reveal contaminated sites, a funding shortfall will likely exist for the clean-up of these sites. With the "must fund" policy, the burden of paying for clean-up costs will be shifted to the state budget, which is ill-equipped to fund additional requirements. More and more sites are not being remediated in a timely fashion due to insufficient funding and increased regulation.

Army Reserve environmental clean-up efforts are improving; however, discoveries of new contamination projects not meeting Class I criteria and increasing regulatory requirements continue to keep their obligations for clean-up moving upward.

The Naval Reserve environmental funding trend for Fiscal Year 1995 will remain at Fiscal Year 1994 levels. The shortfalls are in funds for personnel to manage compliance, identified site clean-up, and BRAC impacted activities. Compliance efforts were a high priority in Fiscal Year 1994. There has been some limited ongoing clean-up work at Naval Air Station (NAS), South Weymouth, Massachusetts. This will change dramatically in Fiscal Year 1996 and beyond as NAS South Weymouth was placed on the national priority list. NAS South Weymouth identified eight individual clean-up sites. The sites have not been fully studied, nor have detailed remediation plans been completed. Currently, out-year funding will be extremely short of the required amount and these requirements are growing significantly faster than the Navy's ability to meet them.

Clean-up requirements for the Marine Corps Reserve continue to grow and outpace the time it takes to identify, develop, initiate, and budget a project for corrective action. Many site-hosts have not budgeted for these projects and are refusing to approve the necessary funding until such budgeting occurs. In such cases, the Marine Forces Reserve must start its own project and use Marine Corps Reserve funds.

Air National Guard Active installation restoration program sites are being investigated. In general, sites are being closed-out faster than new sites are being identified. With the establishment of in-house environmental contracting capability, the Air National Guard is realizing an overall program cost savings. In Fiscal Year 1994, the estimated total clean-up cost was \$337 million and the Defense Environmental Restoration Account funding was \$26.8 million. The Air National Guard anticipates approximately \$30 million for Fiscal Year 1995. The most costly remedial action will be to contain a groundwater plume that comes from base landfill in Cape Cod, Massachusetts and impacts the drinking water of local residents. The Air National Guard estimates that \$65 million will be needed in the next three fiscal years to address this action. DoD and Congress have made a commitment to the residents of Cape Cod and the Air National Guard that funding will be made available. The Air Force has identified a baseline budget for the Air National Guard as approximately \$30 million a year through Fiscal Year 2000.

Environmental clean-up funds for the Air Force Reserve remain constant. Current funding is at approximately \$4 million. Air Force Reserve legal requirements are funded. However, shortfalls exist because a significant portion of its program consists of requirements which are not legally mandated and are not supported for funding under current Air Force policy.

The amount of clean-up funds appropriated for the Coast Guard remained relatively stable over the last four fiscal years, while the backlog of projects continued to grow much faster than sites are being remediated. Clean-up of

hazardous waste releases will continue to require the largest share of the environmental budget. These are all Coast Guard Active component sites where Coast Guard Reserve units perform inactive duty for training. The Coast Guard Active component Command is responsible for environmental clean-up of Coast Guard sites.

### **Reserve Component Environmental Management**

The Army National Guard Environmental Programs Directorate functions as the coordinating Headquarters for the states, as the proponent agency within the Army National Guard for environmental matters, and as a translator of regulations, policy, and guidance from DoD and Department of the Army to the Army National Guard. In these roles, the Directorate provides resources, policy and guidance, technical skills, and program management for compliance with environmental laws to minimize the impacts to the

environment, while allowing for maximum training support.

The Office, Chief, Army Reserve, has an environmental officer on staff to serve as the program manager for the Army Reserve Environmental Program. At the United States Army Reserve Command level, an Environmental Division within the Deputy Chief of Staff, Engineer exists. That division is divided into three branches: compliance, restoration/conservation, and prevention/foundation. The division divides its issues in two ways: geographically and functionally. There are four geographic areas with one staff member assigned to each area as the contact person for all issues in their geographic area. Numerous functional areas are assigned to appropriate branch chiefs. Each chief is then responsible for becoming trained and informed on the assigned functional areas. Environmental Division staff members are assigned to Process Action Teams that coincide with the geographical areas to horizontally work individual issues in real estate, BRAC,



construction, environmental, planning, and other issues. Compliance is the first priority. The 416th Engineer Command Facilities engineer is to conduct a 100 percent external assessment program on Army Reserve facilities. Approximately 80 percent of the facilities were assessed in the first three years of the program. Assessments will be completed by September 30, 1995.

The Naval Reserve Force environmental program primarily focused on clean-up and compliance. However, based upon projected funding and manning increases in Fiscal Year 1995 and the out-years, the Navy may be able to place greater emphasis on pollution prevention and restoration issues. This program is heavily weighted toward the Naval Air Reserve activities because of the greater use of hazardous materials and the scope of work at those facilities. Personnel manning has been difficult during a period of overall downsizing. Naval Air Station South Weymouth has recently been placed on the national priority list, and Carswell AFB, Texas, with numerous clean-up sites, was converted to NAS Fort Worth, Texas, a joint Reserve base. Both of these actions are anticipated to increase their personnel manning and funding requirements. In addition, Naval Reserve personnel have been assigned responsibility for regional environmental coordination (REC) in EPA regions 7 and 8 and is expecting to be requested to be the REC for EPA region 6. The Air Reserve activities programs include oversight or direct control over the hazardous materials minimization efforts.

The Environmental Department at Marine Forces Reserve Headquarters is tasked to ensure that its 191 Reserve sites, located in 46 states, the Commonwealth of Puerto Rico, and the District of Columbia, meet all of the stringent environmental regulations and comply with the directives of Marine Corps, Federal, state, and local environmental agencies. Each unit commanding officer appoints a hazardous material/hazardous waste compliance coordinator to ensure that training is being planned, conducted, and documented

for all deployments/exercises. Safety personnel are also involved on a day-to-day basis.

Air National Guard military operations and activities conducted over many years resulted in environmental problems such as leaks from storage tanks, spills from waste handling operations, and releases of substances from landfills and other waste management units. The Air National Guard is responsible for the installation restoration program investigation and clean-up of past hazardous waste substances and materials at hundreds of military installations and other defense sites throughout the United States. The goal is to clean-up past environmental contamination that could impact the public's health or the Nation's natural resources.

The Air Force Reserve environmental program is managed by a staff of environmental engineers, scientists, and technicians who, in most cases, report directly to the Base Civil Engineer. The environmental program consists of compliance, restoration, pollution prevention, and planning.

The Coast Guard Reserve does not have an environmental program. The Active component is responsible for all environmental requirements at Coast Guard facilities where Coast Guard Reserve units perform inactive duty for training.

### **Environmental Liability—Civil and Criminal**

DoD is experiencing the imposition of fines and facilities throughout the Reserve components. Efforts must continue to identify and correct violations in a timely manner.

The Army National Guard has two pending fines totaling \$295,000 for *Resource Conservation and Recovery Act* (RCRA) violations at Camp Dodge, Iowa. These fines are under legal review over the question of the Federal versus state status of the facilities. A

\$52,000 fine for RCRA violations at Rochester, New York, has been dismissed in lieu of a Federal compliance agreement. All other violations have been resolved through agreement with state and Federal regulators. A \$119,000 fine for RCRA violations at State Area Command-Tennessee, has been suspended. Notices of Violation (NOV) were issued for \$250,000 for *Clean Water Act* violations at Camp Santiago and Fort Allen, Puerto Rico wastewater treatment plants. This fine is under negotiation based on the compliance efforts of Puerto Rico. As the Federal government has not waived sovereign immunity under the *Clean Water Act*, any liability will likely be a state responsibility.

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### ***Limited funding has impacted the Army National Guard environmental training program...***

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The Army Reserve was notified of four NOVs during Fiscal Year 1994. These violations were relatively minor and were either resolved or are now operating within a negotiated compliance schedule. There have been 15 reported spills of the hazardous waste to-date ranging from three quarts to 70 gallons. During the past two years, the Army Reserve was issued 16 NOVs; all have been resolved.

Some Naval Reserve field activities have been issued NOVs, but no member has experienced any civil or criminal liabilities for environmental issues.

No environmental civil or criminal liability was experienced by a Marine Corps Reserve unit for an environmental related incident.

The Air National Guard experienced a civil penalty following an unannounced inspection of a base by the Department of Environmental

Resources (DER). The incident involved one drum of hazardous waste which, after pick-up, was discovered to be missing the facility identification (ID) number. The DER received the manifest and assessed a NOV and civil penalty for failure to include a facility ID number. That civil penalty was subsequently paid. The Air National Guard has received no criminal penalties. Although several other civil penalties have been assessed, only two civil penalties have been paid to-date.

The Air Force Reserve did not have any civil or criminal liability fines.

Coast Guard Reserve personnel did not experience any civil or criminal liability for environmental related incidents.

### **Environmental Training**

Department of Defense environmental training program requirements, including those developed by Reserve components, increased due to an increased number of positions requiring specialty trained individuals, a high turnover rate as qualified people leave for higher paying environmental positions outside DoD, and the increasing complexity and number of environmental laws and regulations.

The Army National Guard environmental training program is composed of training required by statute, basic and advanced professional training, and awareness training. The training required by statute is primarily from Congressional mandates and is accomplished by workshops and on-the-job training. Basic and advanced professional training is provided by formal classroom training, primarily taught with internal resources and some contracting. Awareness training is provided to a broad segment of Army National Guard personnel with internal resources. Workshops from three-to-seven days were conducted in the areas of hazardous waste management, training area management, environmental automated reports, and environmental program management. Formal



classroom training was provided in the areas of the *National Environmental Policy Act*, the Environmental Compliance Assessment System, Wetlands Identification and Delineation, Environmental Communications, and Basic Environmental Staff training. Awareness training was also provided.

Limited funding has impacted the Army National Guard environmental training program, placing limits on class size and severely limiting non-essential environmental training. The Army National Guard environmental training program goal is to meet all professional and statutory training requirements for full-time professional environmental staff and to be the primary resource for Army National Guard awareness training and materials. The Army National Guard is pursuing its initiative to develop an environmental training cell at the National Guard Professional Education Center (PEC), Camp Robinson, Arkansas. The mission of this training cell will be to conduct environmental awareness for National Guard personnel attending training courses at PEC, to conduct or coordinate all environmental training requirements for state and National Guard Bureau staff, to conduct environmental training in the states via the PEC Mobile Training Team, and to develop and produce environmental training tapes for distribution to the states.

The Army Reserve environmental training is managed by the U. S. Army Reserve Command. Mandatory environmental training of hazardous material handlers was expanded to include drivers and all other personnel involved in this area. Certification is received following training provided by Federal and state agencies. Army Reserve members participate in the Army Environmental Training Integration Steering Committee meetings that focus on a complete overhaul of the standard training given for military occupational specialty and leadership. Their goal is to identify the specific environmental training required by each specialty.

Within the Army Reserve, environmental training has been integrated in logistics,

operations, engineer, legal, and safety staff offices to avoid duplication and to provide high level environmental training. Army commands have developed improved schools for unit technicians. Special and technical environmental training is provided to the 416th Engineer Command personnel biannually. Eighty percent of Army Reserve facility site external assessments in the first three years of the four-year Environmental Compliance Assessment System cycle was completed. Their Public Affairs Office (PAO) developed an "Environmental Media/Public Forum Training" course on how Army Command PAOs should deal with the media on environmental matters.

The Naval Reserve issued an environmental training plan that delineates the environmental training requirements for all Navy positions. Most environmental training requirements are formulated in an annual training plan for each employee on the basis of matching their capabilities against requirements. Training courses and other resources are provided on a joint-Service basis. The Naval Facilities Engineering Service Center provides extensive technical training courses on a regional basis. It is anticipated that increased personnel manning within the environmental staffs will allow more general training in the future. The Naval Reserve training goal is to enhance personnel awareness of the environment.

All environmental personnel maintain and receive support from Marine Forces Reserve (MARFORRES) Headquarters in organizing and implementing training goals, which include initial environmental training, initial shop environmental training, quarterly environmental training, and safety standdown environmental training. The MARFORRES Headquarters maintains the largest reference library and video library in the Marine Corps and has databanks from other Federal agencies, which contain Federal and state regulations. All MARFORRES environmental personnel attend the Hazardous Material School and Hazardous Waste School, the Emergency Response Course, the school for Certification of the Shipment of Hazardous

Material, environmental conferences, and other Occupational Safety and Health Administration (OSHA), Environmental Protection Agency (EPA), and Federal environmental schools. The impact of funding on Marine Corps Reserve environmental training programs is apparent. If properly funded, trained personnel will reduce the long-range cost of environmental compliance and restoration. If not funded, long-range costs will escalate. The Marine Forces Reserve realizes that failure to have properly trained personnel will eventually result in a major environmental mishap that will needlessly waste available resources.

Air National Guard installation restoration program (IRP) training activities include Air Force workshops dealing with relative risk evaluations, restoration advisory boards, and cost estimating tools and methods. The training activities also include the Air Force Institute of Technology (AFIT) non-resident environmental courses in IRP, project management, groundwater investigations, remedial and enforcement processes, innovative treatment technologies, planning, programming, budgeting, and contracting and OSHA courses for certifying project managers to participate at on-site clean-up activities. Air National Guard environmental workshops provide information and management on environmental programs, risk communication training, and technical representative training. The environmental training program is focused on providing unit personnel with the skills and knowledge to perform their jobs in compliance with environmental laws and regulations, to participate in the problem-solving process for environmental issues, and to communicate with the public on these issues. Air National Guard Readiness Center training goals for Fiscal Year 1995 are to maintain the level of training that allows the Air National Guard to achieve its mission, comply with the law, and build a positive working relationship with the involved public.

The Air Force Reserve manages its own training program with limited headquarters

oversight. Training and education are received from the Air Force Institute of Technology, contractor provided courses, Air Force sponsored courses and conferences, and limited DoD joint courses and conferences. The Air Force Reserve Environmental Protection Committee has established a Force Development and Training subcommittee tasked to identify all command-wide environmental training and education requirements, identify sources and resources for the courses, and track the status of completion of the effort.

The Coast Guard Reserve does not have an environmental training program. The Coast Guard does, however, provide its Active component forces training in handling and disposing of hazardous materials and hazardous wastes. The majority of the Coast Guard reservists augment Active component commands, which are responsible for hazardous materials/waste issues.

### **Environmental Restoration and Compliance**

The Army National Guard manages an aggressive environmental compliance and restoration program. It continues to move forward to comply with the *Clean Air Act* by initiating air surveys at all major facilities; additionally, the Army National Guard is leading a massive effort to bring washracks into compliance with the *Clean Water Act*. The installation restoration program was instituted to remediate past and present contamination at all Army National Guard sites. Over 150 projects have been investigated and many remediated, involving underground storage tanks, spills, and real estate actions since 1991.

The Air National Guard's environmental compliance program consists of the multi-media programs to ensure compliance for all Air National Guard units in each of the major environmental program areas. The Air National Guard is negotiating a contract with the University of Waterloo to demonstrate innovative technology for groundwater

clean-up at Otis Air National Guard Base, Massachusetts. This new passive technology could save millions of dollars over the life of the groundwater clean-up project.

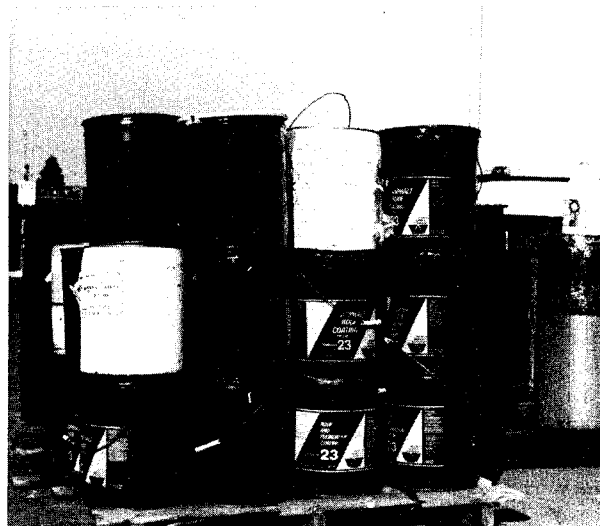
The Air Force Reserve purchased approximately \$1.5 million in pollution prevention equipment and have reduced the amount of hazardous material that must be handled, hazardous waste generation, and hazardous air emissions. The Air Force Reserve identified an additional \$2.1 million of equipment requirements. Headquarters, Air Force Reserve policy requires all Air Force Reserve installations to have fully operational hazardous material pharmacies established by December 1995. These pharmacies will establish a single point to control all hazardous materials on-base, reducing the quantities of hazardous materials purchased and the amount of hazardous waste generated. Several Air Force Reserve installations have recently established or expanded their recycling programs. The recycling program reduced the amount of municipal solid waste disposed by Air Force Reserve installations.

Coast Guard Reserve environmental programs are an Active component responsibility. Active component commanding officers and officers-in-charge are responsible for compliance with all applicable Federal, state, and local environmental laws and regulations.

### **Hazardous Waste Minimization, Recycling, and Pollution Prevention**

The Reserve components are actively pursuing programs to minimize hazardous waste material generation, to recycle materials, and to prevent further pollution. Recyclable materials and procedures are used to minimize bulk sent to landfills, to reduce manufacturing costs, and to save raw materials.

The Army National Guard conservation and pollution prevention programs support military readiness, protect human health and the environment, and ensure compliance with all



applicable laws, regulations, and policies. The programs provide the state environmental offices with National Guard Bureau sponsored training, newsletters, internal and external coordination, and technical advice.

Conservation is the preservation of resources (natural and cultural) which exist on lands that come under the Army National Guard influence. One facet of the conservation program is a process where environmental issues and alternate courses of action are considered for all Federal actions which may have an impact on the environment. The Army National Guard five-person *National Environmental Policy Act* team presently handles seven full-scale environmental impact statements, some 40 environmental assessments, and 250 environmental checklists each year. Processing of these documents supports military construction, modernization/expansion of training facilities, and all other Army National Guard activities which could impact the environment.

Pollution prevention includes any reasonable mechanism to reduce pollutant discharges other than traditional methods of treatment. The *Pollution Prevention Act of 1990* directs that pollution should be prevented at the source or recycled, whenever feasible. This program includes hazardous waste minimization and recycling.

Some Army National Guard success stories are listed below:

- **Jet Pressure Washer.** This project minimizes solvent use and sludge in oil/water separators from steamcleaning. One test site yielded a 42 percent reduction in hazardous waste generation. Used water is used to wash shop floors, used oil is reclaimed, and only a small quantity of sludge is sent for landfill disposal.
- **Portable Distillation Unit.** This demonstration project recovers and recycles solvents, thinners, and anti-freeze. A four-site test resulted in hazardous waste reduction of 2,990 pounds in just three months. Ten gallons of used solvent can be distilled down to nine and three-quarters gallons of recycled solvent and one quart of sludge.
- **Filter Systems.** This project evaluated the use of filter systems on solvent vats, thinner vats, and waste diesel fuel. Six tested filter systems eliminated waste diesel fuel statewide, resulting in a 400 percent increase in solvent life. With the filter, solvent change is predicted to be required once every two years instead of every six months.
- **Awards Received.** Indiana and Maryland were recognized by the Army Environmental Center for excellence in the area of pollution prevention. Along with this recognition was a monetary award of \$15,000 to be used on environmental projects of their choice.

The 124th Army Reserve Command won the Hazardous Material Minimization Incentive Award in Fiscal Year 1994. The thrust of the Army Reserve hazardous material minimization program is to have all Reserve facilities that receive, store, and use hazardous materials maintain current inventories of those materials. The inventories will be completed in Fiscal Year 1995 and hazardous waste minimization will be accomplished during the second cycle of ECAS. The major subordinate Army Reserve commands are directed to cooperate with local

recycling programs available to their facilities; however, there are cases where no recycling is accomplished due to the lack of available programs or local support. Army Reserve maintenance units recycle tires, batteries, oil, anti-freeze, and solvent.

The Naval Reserve hazardous waste management compliance status has clearly improved since the organization of the Public Works Environmental Compliance Division. The Naval Reserve's master hazardous material authorized use list has been redesigned and published to comply with the hazardous material control management plan. A single-point and control facility hazardous material Central Distribution Center has been designed and built. Nine classes of hazardous communication and hazardous waste handler training were provided to over 600 civilian and military personnel.

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***Although Congress and DoD  
have provided funding  
toward environmental  
concerns, a funding shortfall  
remains and is increasing.***

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Recommendations of the minimization effort are being pursued and is best evidenced by the acquisition of a liquid reclamation unit that has increased the amount of recovered fuel by over 60 percent. A paint gun washer demonstration and operational training for activities that generate waste from paint gun washing were conducted, reducing waste from paint gun washing by 75 percent.

Hazardous materials are issued and unused portions are returned to the CDC within 24 hours, affording positive control over hazardous material issued. This type of management system has enhanced workcenter safety by eliminating over 25 hazardous material flammable storage lockers in the work place

throughout the base and by placing the responsibility for correct hazardous material storage into the hands of a few highly trained personnel. The CDC's first full year of operation realized a cost avoidance savings estimated to be \$87,600.

The Naval Reserve Consolidated Hazardous Material Reutilization and Inventory Management Program (CHRIMP) Process Action Team is in the process of writing an implementation plan. CHRIMP ensures that an accurate inventory of hazardous materials is maintained, helps ensure all hazardous materials are usable, minimizes quantities of excess stock, and improves hazardous materials turnaround time to the customer. By centrally consolidating hazardous materials, the number, size, and type of storage facilities are reduced, manpower is used more effectively, and production lines spend less time with procurement, transportation, storage, and distribution issues.

The Marine Corps Reserve Environmental Department is working with the Naval Reserve on the hazardous inventory control system and the hazardous material information system at joint Naval and Marine Corps Reserve sites. These systems reduced the amount of hazardous materials purchased. All Marine Forces Reserve joint-Reserve units now have a single location at each site to obtain hazardous materials. This reduces excess quantities on-hand, reduces off shelf-life items, and results in a much lower disposal cost.

The Air National Guard is taking extraordinary measures to reduce, reuse, and recycle through product substitution of hazardous materials, waste minimization, and solid waste recycling programs. The Air National Guard has developed a pollution prevention management team to identify issues and provide guidance to the field, and has implemented the hazardous material pharmacy program. Through a computer tracking system at the unit level, less hazardous materials are received, customers use only those toxic substances absolutely necessary for their processes, and

hazardous waste disposal amounts are reduced. This process reduces disposal costs and promotes a safer environment. The Air National Guard goals are to reduce solid waste 50 percent by Fiscal Year 1997 and hazardous waste 50 percent by Fiscal Year 1997.

The *Coast Guard Authorization Act of 1992* authorizes the Coast Guard to establish a recycling program that permits units to use recycling proceeds to benefit unit activities rather than returning funds to the U.S. Treasury. The Coast Guard is developing a recycling program.

### Future Trends


Although Congress and DoD have provided funding toward environmental concerns, a funding shortfall remains and is increasing. The concept of meeting compliance goals first has been a valid approach and reduces future restoration requirements. The restoration process has been carefully developed, with in-depth assessments preceding the actual clean-up process. However, restoration scopes are greatly increasing as the process shows additional



restoration needs not clearly evident when the tasks began. Underground storage tanks are a good example. As these tanks are being replaced, numerous incidents of leakage are being discovered which are expanding the clean-up requirements and generating extensive costs. As additional bases and sites are marked for closing or transfer, unanticipated environmental concerns are being discovered, some of which require immediate attention.

The regulations and requirements are also expanding, and state and local requirements have been added to the already extensive

Federal regulations. The impacts on the individual sites and personnel have been overwhelming. DoD attempted to alleviate some of the developing backlog by increasing the environmental manning in the Reserve components. In time, this measure may enable the units to catch-up with the problems.

In the meantime, Reserve components must continue to stress environmental education and seek to further reduce future violations with an aggressive, institutionalized new way of doing business. The Congress and DoD must continue their proactive support and funding. 

# *Board Members and Staff*



**Front Row (L-R):** Major General Russell C. Davis, Mr. Bryan E. Sharratt, Major General William A. Navas, Jr., Mr. Terrence M. O'Connell, Mr. Todd A. Weiler, Lieutenant General Paul E. Blackwell, Major General Paul G. Rehkamp.

**Second Row (L-R):** Rear Admiral Jimmie W. Seeley, Major General Larry S. Taylor, Major General Jerald D. Slack, Major General John T. Coyne, Rear Admiral Grant T. Hollett, Jr., Major General Thomas J. Plewes, Major General Ronald O. Harrison, Major General (Retired) William R. Berkman.

**Third Row (L-R):** Master Sergeant Larry R. Adams, Ms. Brenda S. Mason, Captain Craig E. Howerter, Colonel Frank C. Khare, Lieutenant Commander Dale M. Rausch, Colonel Richard P. Morton, Colonel Margaret N. Novack, Colonel Joseph J. Klocek, Colonel Alec K. Sawyer.

## Introduction

The membership of the Board is pursuant to Section 175, Title 10, United States Code. The Chairman is a civilian appointed by the Secretary of Defense. The three assistant Service secretaries who have primary responsibility for Reserve affairs are Board members. Each Service secretary designates an Active component member from that Service, while the Secretary of the Navy designates a Navy officer and a Marine officer. The Chairman of the Joint Chiefs of Staff designates an officer from his staff. The Secretary of Defense designates all the Reserve component officers upon the recommendation of their Service secretary. The Board Chairman, with the approval of the Secretary of Defense, designates the military executive. The military executive is a general or flag officer who serves without vote as military adviser to the Chairman and as executive officer of the Board.

Whenever the Coast Guard is not operating as a service in the Navy, the Secretary of Transportation may designate two officers of the Coast Guard, Regular or Reserve, to serve as voting members of the Board.

## Members

- Honorable John O. Marsh, Jr.,  
Chairman, Reserve Forces Policy Board.  
Assigned to Board November 16, 1989 through October 31, 1994.
- Mr. Terrence M. O'Connell,  
Chairman, Reserve Forces Policy Board.  
Assigned to Board November 1, 1994.
- Major General William A. Navas, Jr.,  
United States Army, Military Executive,  
Reserve Forces Policy Board. Assigned to Board August 17, 1992.
- Lieutenant General Walter Kross,  
United States Air Force, Director, Joint Staff, Washington, DC. Assigned to Board July 25, 1994.
- Honorable Sara E. Lister,  
Assistant Secretary of the Army (Manpower and Reserve Affairs), Washington, DC.  
Assigned to Board April 20, 1994.
- Lieutenant General Paul E. Blackwell,  
United States Army, Deputy Chief of Staff for Operations and Plans, Washington, DC.  
Assigned to Board August 1, 1994.
- Major General Richard C. Alexander,  
Army National Guard of the United States,  
The Adjutant General for the State of Ohio, Columbus, Ohio. Assigned to Board August 1, 1993.
- Major General Ronald O. Harrison,  
Army National Guard of the United States,  
The Adjutant General for the State of Florida, St. Augustine, Florida. Assigned to Board October 1, 1993.
- Major General Thomas J. Plewes,  
United States Army Reserve, Commanding General, 310th Theater Army Area Command, Fort Belvoir, Virginia. Assigned to Board June 8, 1993.
- Major General Paul G. Rehkamp,  
United States Army Reserve, Assistant Deputy Chief of Staff for Operations and Plans, Mobilization and Reserve Affairs, Headquarters, Department of the Army, Washington, DC. Assigned to Board February 17, 1992.
- Honorable Bernard Rostker,  
Assistant Secretary of the Navy (Manpower and Reserve Affairs), Washington, DC.  
Assigned to Board November 1, 1994.



- Rear Admiral John J. Mazach,  
United States Navy, Director, Strategy and  
Policy Division, Department of the Navy,  
Washington DC. Assigned to Board  
September 22, 1994.
- Rear Admiral Grant T. Hollett, Jr.,  
United States Naval Reserve, Assistant  
Deputy Commander, Joint Forces Atlantic,  
Norfolk, Virginia. Assigned to Board  
August 1, 1993.
- Rear Admiral Jimmie W. Seeley,  
United States Naval Reserve, Mobilization  
Assistant, United States Transportation  
Command, Scott AFB, Illinois. Assigned to  
Board May 22, 1994.
- Major General Thomas L. Wilkerson,  
United States Marine Corps, Assistant  
Deputy Chief of Staff for Plans, Policies,  
and Operations, Headquarters, United States  
Marine Corps, Washington, DC. Assigned  
to Board December 19, 1993.
- Major General John T. Coyne,  
United States Marine Corps Reserve,  
Assistant Deputy Chief of Staff,  
Manpower and Reserve Affairs,  
Headquarters, United States Marine  
Corps, Washington, DC. Assigned to  
Board October 1, 1992.
- Major General Larry S. Taylor,  
United States Marine Corps Reserve,  
Commanding General, 4th Marine  
Aircraft Wing, New Orleans, Louisiana.  
Assigned to Board October 1, 1992.
- Honorable Rodney A. Coleman,  
Assistant Secretary of the Air Force  
(Manpower, Reserve Affairs,  
Installations and Environment),  
Washington, DC. Assigned to Board  
April 14, 1994.
- Brigadier General Andrew J. Pelak, Jr.,  
United States Air Force, Director, Military  
Personnel Policy, Office of the Deputy  
Chief of Staff, Personnel, Department of the  
Air Force, Washington, DC. Assigned to  
Board February 9, 1994.
- Major General Russell C. Davis,  
Air National Guard United States,  
Commanding General, District of  
Columbia National Guard, Washington,  
DC. Assigned to Board April 1, 1993.
- Major General Jerald D. Slack,  
Air National Guard United States, The  
Adjutant General for the State of Wisconsin,  
Madison, Wisconsin. Assigned to Board  
June 1, 1994.
- Major General David R. Smith,  
United States Air Force Reserve,  
Commander, 10th Air Force, Bergstrom  
AFB, Texas. Assigned to Board  
June 1, 1994.
- Major General Jerry E. White,  
United States Air Force Reserve,  
Mobilization Assistant to the Commander,  
Air Force Materiel Command, Wright  
Patterson AFB, Ohio. Assigned to Board  
September 1, 1992.
- Rear Admiral Richard M. Larrabee,  
United States Coast Guard, Chief, Office of  
Readiness and Reserve, United States Coast  
Guard, Washington, DC. Assigned to Board  
October 10, 1994.
- Rear Admiral Robert E. Sloncen,  
United States Coast Guard Reserve, Senior  
Reserve Officer Coast Guard Pacific Area,  
Yuma, Arizona. Assigned to Board  
May 31, 1994.

## Reserve Forces Policy Board Membership Matrix

	DOD	DA	DON		DAF	DOT		
C I V I L I A N	CHAIRMAN  Mr. Terrence O'Connell	ASSISTANT SECRETARY OF THE ARMY  (Manpower & Reserve Affairs)  Hon. Sara Lister	ASSISTANT SECRETARY OF THE NAVY  (Manpower & Reserve Affairs)  Hon. Bernard Rostker		ASSISTANT SECRETARY OF THE AIR FORCE  (Manpower, Reserve Affairs, Installations, and Environment)  Hon. Rodney Coleman			
	Director, Joint Staff  Lt Gen Kross	Deputy Chief of Staff for Operations and Plans  LTG Blackwell	Director, Strategy and Policy Division  RADM Mazach	Ass't Deputy Chief of Staff for Plans, Policies, and Operations  MajGen Wilkerson	Director, Military Personnel Policy, Office of Deputy Chief of Staff for Personnel  Brig Gen Pelak	Chief, Office of Readiness and Reserve  RADM Larrabee		
A C T I V E	MILITARY EXECUTIVE MG William A. Navas, Jr., ARNGUS							
R E S E R V E		MG Alexander (TAG - OH)	MG Rehkamp (ADCSOPS, Mobilization and Reserve Affairs)	RADM Hollet (Ass't Dep Cdr. Joint Force Atlantic)	MajGen Coyne (Ass't DC/S M&RA)	Maj Gen Slack (TAG - WI)	Maj Gen Smith (Cdr. 10th Air Force)	RADM Sloncen (Sr. Reserve Officer, Pacific Area)
		MG Harrison (TAG - FL)	MG Plewes (Ass't DCG for RA, AMC)	RADM Seely (Dir, Plans, CINCLANT)	MajGen Taylor (CG, 4th MAW)	Maj Gen Davis (CG, DCNG)	Maj Gen White (Mob Ass't to Cdr. AFMC)	
		ARNG	USAR	USNR	USMCR	ANG	USAFR	USCGR
		ARMY	NAVY		AIR FORCE		COAST GUARD	

### Staff

- Major General William R. Berkman, United States Army Reserve (Ret), part-time Consultant, Sausalito, California. Assigned to Board August 1, 1992.
- Captain Mileva M. Hartman, United States Naval Reserve Senior Policy Advisor. Assigned to Board February 1, 1990 through September 30, 1994.
- Captain Craig E. Howerter, United States Naval Reserve Senior Policy Advisor. Assigned to Board November 1, 1994. Programs: readiness and training. Commercial: (703) 697-4486, DSN: 227-4486.
- Colonel Frank C. Khare, Air National Guard of the United States Senior Policy Advisor. Assigned to Board July 15, 1993. Programs: operations, force structure, missions, public affairs. Commercial: (703) 697-4486, DSN: 227-4486.

- Colonel Joseph J. Kloczek,  
United States Marine Corps Reserve Senior Policy Advisor. Assigned to Board May 28, 1992. Programs: administration, executive support services. Commercial: (703) 697-4486, DSN: 227-4486.
- Colonel Richard P. Morton,  
Army National Guard of the United States Senior Policy Advisor. Assigned to Board June 15, 1990. Programs: equipment, environment, facilities. Commercial: (703) 697-4486, DSN: 227-4486.
- Colonel Margaret N. Novack,  
United States Army Reserve Senior Policy Advisor. Assigned to Board May 2, 1994. Programs: personnel operations. Commercial: (703) 697-4486, DSN: 227-4486.
- Colonel Alec K. Sawyer,  
United States Air Force Reserve Senior Policy Advisor. Assigned to Board July 9, 1993. Programs: personnel, support services, editor. Commercial: (704) 697-4486, DSN: 227-4486.
- Master Sergeant Larry R. Adams,  
United States Marine Corps Reserve Military Assistant. Assigned to Board August 12, 1991. Programs: support services, administration, enlisted advisor. Commercial: (703) 697-4486, DSN: 227-4486.
- Ms. Brenda S. Mason,  
Executive Secretary. Assigned to Board October 11, 1986.

### **Former Members and Staff**

The following Reserve Forces Policy Board members and staff participated with the Board during the past year:

- Major General Kenneth A. Bouldin, USAR
- Major General Drennan A. Clark, ANGUS

- Mr. William D. Clark
- Major General William B. Davitte, USAF
- Rear Admiral Philip A. Dur, USN
- Vice Admiral Richard C. Macke, USN
- Rear Admiral G. Robert Merrilees, USCGR
- Ms. Judy Ann Miller
- Honorable Frederick F. Y. Pang
- Rear Admiral Gregory A. Pennington, USCG
- Major General James E. Sherrard, III, USAFR
- Lieutenant General John H. Tilelli, Jr., USA
- Colonel Michael D. Brownell, USAR

### **Liaison Officers**

The following individuals served as liaison officers to the Board or points-of-contact in preparation of the Board's annual report:

- Lieutenant Colonel Fred Baker, USAFR,  
Office of the Chief, Air Force Reserve
- Colonel Richard Blair, USAR,  
Office of the Assistant Secretary of Defense  
for Special Operations and Low Intensity  
Conflict
- Major Mike Cleveland, USAF,  
National Guard Bureau
- Colonel John Deaton, ANGUS,  
The Joint Staff (J-8)
- Major Bruce Fitch, USA,  
Office of the Assistant Secretary of Defense  
for Public Affairs
- Lieutenant Colonel Garfield Fricke, ANGUS,  
Headquarters, U.S. Air Force

- Captain John Hastings, USN,  
Office of the Assistant Secretary of Defense  
for Reserve Affairs
- Master Chief Phil Kenline, USN,  
Office of the Secretary of the Navy
- Lieutenant Colonel Micki Krause, USMC,  
Office of the Assistant Secretary of Defense  
for Legislative Affairs
- Lieutenant Commander Pam Iovino, USNR,  
Office of the Director, Naval Reserve
- Lieutenant Commander Karen Jeffries, USN,  
Office of the Assistant Secretary of Defense  
for Public Affairs
- Mr. Tom Leary,  
Office of the Assistant Secretary of Defense  
for Legislative Affairs
- Mr. Steven Lyons,  
Office of the Under Secretary of Defense  
Comptroller
- Colonel David MacKay, USAFR,  
Office of the Under Secretary of Defense  
for Personnel and Readiness
- Major Tom Mangan, USA,  
Headquarters, Department of the Army
- Major Bill Nauta, USAR,  
Office of the Chief, Army Reserve
- Lieutenant Commander Dale Rausch, USCGR,  
Headquarters, U.S. Coast Guard
- Lieutenant Colonel Stephen Scanlon, USAR,  
Office of the Assistant Secretary of  
Defense for Health Affairs
- Colonel Steve Strom, USA,  
Office of the Under Secretary of Defense  
for Policy

- Lieutenant Colonel Caryl Tallon, USA,  
National Committee for Employer Support  
of the Guard and Reserve

### **Contingency Support Staff**

The Board is also supported by individuals from various Reserve components who provide administrative support for Board quarterly meetings, assist in the preparation of the annual report, and assist on special projects. Those who served the Board as Contingency Support Staff during Fiscal Year 1994 are listed below:

- Yeoman First Class Joseph W. Abell, USCGR
- Staff Sergeant Susan L. Baikewicz, USAFR
- Yeoman Third Class Juanita D. Catchings, USNR
- Lieutenant Colonel Billie Miller Cooper,  
CA ARNG
- Staff Sergeant David B. Epperson, II, USAR
- Captain Joan Fowler, USAR
- Sergeant Charmale D. Gallagher, USMCR
- Major Dennis A. Goldsmith, USMCR
- Colonel James C. Hemenway, USAR (Ret)
- Lance Corporal Jean M. Johnson, USMCR
- Lieutenant Colonel Raymond F. Knapp,  
USAFR
- Master Sergeant Charles Kohler, USAR
- Staff Sergeant Laura A. McLane, MI ARNG
- Technical Sergeant Brenda S. Pennypacker,  
USAF
- Lieutenant Susan L. Waldron, USN
- Colonel Ernest R. Zuick, Jr., CA ANG



# Board Activities

# B

## Introduction

**T**he Board conducted numerous activities during Fiscal Year 1994 to fulfill its mission as principal policy adviser to the Secretary of Defense on matters relating to the Reserve components. These activities included quarterly board meetings; an alumni meeting; briefings; Congressional hearings; committee fact-finding trips; meetings with defense policy makers and Congressional leaders; visits to selected government agencies; and informational exchanges with appointed officials, military associations, and key staff members from various executive departments and agencies. In addition, the Board contributed reports and articles for defense-related publications and participated in study groups and committees within the Department of Defense and other Federal agencies.

A major effort of the Board was the expansion and refinement of the "Vision for the Reserve Components," which was published during Fiscal Year 1993. The vision seeks an integrated Total Force in which the Reserve components are active participants in facing the full spectrum of new challenges to national security. Reserve components must be capable, accessible, affordable, and relevant:

- **Capable** – Reserve components must have a clear mission and be organized, equipped, trained, and sustained to perform their roles, missions, and functions. Additionally, there must be clear, measurable standards to assess their capability.

- **Accessible** – Reserve component members or units must be accessible for active duty, voluntarily or involuntarily, to meet operational requirements. Policy and regulations are among the barriers affecting Reserve component accessibility. Strategies must be implemented to reduce or eliminate the impact of these barriers.
- **Affordable** – Reserve components must be recognized as a cost-effective, efficient force which provides mission capabilities on demand. Maintaining mission capabilities in the Reserve components should cost less than maintaining readiness in the Active components if the principle of compensating leverage is applied.
- **Relevant** – Reserve components must be highly trained, have modern equipment, be fully integrated with Active component forces, be sized and shaped to meet future warfighting and domestic needs, and provide strategic insurance for future requirements.

Accompanying this vision is a model called Task Force Tomorrow, which capitalizes on the use of Reserve component support personnel (including linguists, engineers, and medical assets) in the Southern Command (SOUTHCOM) area of responsibility. The Board endorsed expanding this concept to support any long term operation that provides a training benefit, including operational missions outside the SOUTHCOM area of responsibility.

## Board Meetings

The Board met on the following dates:

- December 6-8, 1993
- March 7-9, 1994
- June 13-15, 1994
- September 12-14, 1994

A summary of the Board accomplishments during Fiscal Year 1994 is presented below:

### • December 1993 Meeting

The Board received several briefings by civilian and government officials. Separate and specialized briefings were presented to the Board's Personnel, Training and Readiness, and Logistics Committees.

The Board visited the Central Intelligence Agency Headquarters.

Board issues and recommendations (issues are listed in bold and recommendations are listed in italics):

#### **Retirement Pay Inequities for Enlisted Personnel**

Title 10, United States Code, provides for the inclusion of inactive duty retirement credits and membership points when computing a Reserve officer's annuity upon retirement from active duty. Similar provisions applicable to enlisted members do not allow such credit.

*The Board recommends that the Secretary of Defense initiate action to resolve the inequity that prevents the use of inactive duty training and membership points when computing active duty retired pay for enlisted personnel.*

[NOTE: The DoD Authorization Act for Fiscal Year 1995 corrected this inequity.]

## Simulation Training and Training Facilities Inequities

Numerous high-technology initiatives designed to improve the scope and intensity of training are now in place, but their primary focus is on the Active component. Similarly, the major training facilities are oriented to Active component usage. Access for inactive duty for training or annual training is restricted.

*The Board recommends that*

*a. Existing and future simulation training devices and their applications be used to the maximum and adequately fund for use by the Reserve components.*

*b. DoD training facilities and resources be made accessible and available for joint use by all the components.*

### **State-of-the-Art Training Devices**

Simulation systems, emphasizing distributive learning, are one way to maximize state-of-the-art technology to increase training performance.

*The Board recommends that*

*a. DoD continue the initiatives undertaken to provide all components with state-of-the-art training devices.*

*b. Advanced technology training devices be developed and sufficiently funded to meet the unique needs of the Reserve components.*

### **Base Realignment and Closure (BRAC) Process**

BRAC concerns expressed during the meeting indicated that a considerable amount of coordination between landlord and tenant Services is necessary prior to recommending a facility for closure.

*The Board recommends that DoD require each of the Services to include concerns and potential*

*readiness impacts on all Reserve components in their deliberations prior to the forwarding of the Service recommendations for consideration by the BRAC Commission.*

[NOTE: Office of the Deputy Secretary of Defense memorandum, dated January 7, 1994, to the Military Departments, supported this Board recommendation.]

### • March 1994 Meeting

Briefings by the Secretary of the Navy, the Assistant Secretary of Defense for Reserve Affairs, the Assistant Secretary of the Army for Manpower and Reserve Affairs, and Under Secretary of Defense for Personnel and Readiness were key features of the March meeting. The Honorable William J. Perry, Secretary of Defense, visited the Board and gave valuable insight on three important issues: accessibility of the Reserve components for operations other than war, readiness and Title XI issues, and the use of Reserve component intelligence assets.

Board issues and recommendations:

#### Joint Reserve Units

As the Armed Forces downsize, the necessity of joint participation increases. Though there are no Reserve positions designated as "joint," numerous Reserve component units and individuals provide support, on an ongoing basis, to joint headquarters commands. It's the Board's belief that the CINCs must have access to qualified, joint trained Reservists to support joint operations as needed.

*The Board recommends that the*

*a. Joint Staff study the establishment of joint Reserve units to support CINCs.*

*b. Study consider establishing a Reserve Headquarter element to command and control Service elements at CINC-level joint headquarters.*

*c. Units presently supporting joint headquarters commands become Service components of the headquarters elements.*

*d. Joint unit commanders billets be nominative.*

#### Enhanced Roles for Reserve Components

The Reserve components remain ideally suited to enhance national security with efficient, cost-effective forces that reconfirm the Total Force Policy, and should participate in new peacetime operational missions.

*The Board recommends that the Services consider additional or enhanced functional roles and responsibilities for the Reserve components in the areas of peacekeeping, peacemaking, humanitarian assistance, and disaster relief operations.*

#### Consideration of Reserve components in the BRAC process.

Some of the concerns expressed by the Services regarding the BRAC process have been addressed by DoD. Two DoD Cross-Service Groups were established to review all BRAC recommendations. However, there still remains additional areas of concern.

*The Board recommends that the*

*a. Services provide mechanisms to consider concerns/comments and readiness impacts from their Reserve components.*

*b. BRAC-95 Cross-Service Groups assure that all Cross-Service components have an opportunity to express their concerns/comments.*

*c. BRAC-95 Cross-Service Groups assure that all components are provided an appropriate alternative means for obtaining such support in the future.*

## **Reserve Officers Personnel Management Act and Commissary Usage**

The Board continued to support the passage of ROPMA and unlimited access to commissaries by Reservists.

*The Board recommends that Congress authorize unlimited access to the commissaries and pass ROPMA.*

[NOTE: ROPMA passed the Congress in September 1994 and is now codified in law.]

### **• June 1994 Meeting**

The meeting featured several briefings by civilian and military experts in the intelligence community.

The Board focused its deliberations on the use of Reserve component intelligence assets to assist in fulfilling Total Force intelligence requirements. The Secretary of Defense met with the Board members and afforded them the opportunity to discuss the intelligence issue and report the results of a study on the use of Reserve intelligence assets. A Reserve Forces Policy Board report, "Peacetime Use of Reserve Component Intelligence Elements," dated August 9, 1994, contains the details of the study.

The Board identified the following key challenges and barriers that inhibit the enhanced peacetime use of these assets: recruiting and retention, accessibility, full-time manning, bringing the mission to the Reservists, end strength, resourcing, lack of centralized management, organizational culture, and lack of jointness. The Board recommended the following five actions:

- Establish a Department of Defense-level clearing house for matching requirements to assets.
- Capture unit and personnel capabilities on a database.

- Provide commanders-in-chief the flexibility to use existing authorized funds to meet peacetime intelligence requirements using Reserve component assets.
- Focus on operational training opportunities during inactive duty training and annual training.
- Provide flexibility in the times in which inactive duty training and active training can be performed.

The Secretary of Defense accepted the recommended actions and directed his staff to develop an implementation plan. On January 5, 1995, the Deputy Secretary of Defense forwarded a memorandum to the Secretaries of the Military Departments, Chairman of the Joint Chiefs of Staff, Under Secretaries of Defense, and Assistant Secretaries of Defense, SUBJECT: Peacetime Use of Reserve Component Intelligence Elements, that approved the "Implementation Plan for Improving the Utilization of Military Reserve Intelligence Force." The salient feature of this plan is the implementation of a DoD and Service-wide management structure and focus, with flexibility in its execution.

Board issues and recommendations:

### **Tax Incentives for Self-employed Reservists and Employers of Reservists and Mobilization Insurance**

When this Nation calls on some of its citizens to leave their private lives for a certain period of time so that they may act on behalf of the Nation, efforts to protect and preserve the private lives of those citizens must be exhibited.

*The Board recommends that the Secretary of Defense support efforts that will provide (a) tax incentives for employers of Reservists and Reservists who are self-employed and (b) mobilization insurance for Reservists who*



*experience loss of income as a result of being placed on active duty (mobilized).*

### **Federal Military Leave**

The National Performance Review recommends that restrictions be placed on the compensation of Reservists, who work for the Federal government, while they are on military leave. Any restriction by the Federal government would set a precedent for the private sector to follow. The long term effects of this type of precedent could be severe.

*The Board recommends that DoD support current policy regarding the use of authorized military leave by Federal employees while performing their required active duty and active duty for training.*

### **• September 1994 Meeting**

This quarterly meeting afforded the Board members and alumni the rare opportunity of receiving state-of-the Service briefings by the Active component chiefs and state-of-the Reserves briefings by the Reserve component chiefs.

Deliberations focused on the vitally important issue of accessibility. Early and assured access to National Guard and Reserve members is essential in order to conduct simultaneous contingency operations, support domestic emergencies, and provide humanitarian support to people abroad.

Additionally, the Board focused on the topical issue of increased use of the Reserve components, by capitalizing on the philosophy and direction provided by the "Vision for the Reserve Components" and the "Peacetime Use of Reserve Component Intelligence Elements."

The Department of Defense is reviewing policies on the use of Reserve components for operational mission support. The review of Service methods of using Reserve component assets during peacetime and domestic

emergencies has highlighted some successful usage techniques. These techniques are being studied for increased use of Reserve component assets in the total spectrum of operational missions.

To more effectively coordinate and integrate the use of Reserve components into operational missions, there must be a Department of Defense policy statement which reinforces incorporation of the concept of compensating leverage. As the most urgent commander-in-chief requirements for Reservists are identified, these requirements can be systematically included in the Defense Planning Guidance and fiscal guidance. Increased use of Reserve components must be institutionalized in the Joint Chiefs of Staff process within the Joint Requirements Oversight Committee (JROC).

The Civil-Military Cooperation program is a present day example of increased use of Reservists. Congress has directed the use of Reserve component forces in local community projects such as providing routine medical screening and immunizations in medically underserved areas. An obvious service is provided to the communities, while the Reservist is gaining valuable training experience—a win-win situation. Other activities include infrastructure projects (engineer), natural disaster relief (civil affairs), and riot control (military police). These activities have the potential to enhance the Reserve community as a by-product of real world operational missions.

The Board will broaden its vision of the future of the Reserve component. It will focus on the inherent difference between the roles of "soldiers" and "warriors," and their historical significance and relevance in the world today and the world tomorrow. The Board will maintain continual contact with the Defense Department, academia, and the Congress to determine the validity of the increased use of the Reserve components.

Board members visited the National Defense University, Ft McNair, D.C., to develop a better

understanding of the evolution of the current joint environment.

### **Meetings with Military and Civilian Leaders**

- Baratz, Major General Max, USA  
Chief, Army Reserve
- Bernstein, Dr. Alvin H.  
Director, The George C. Marshall Center for European Security Studies
- Black, Rear Admiral Bruce A., USNR  
Commander, Naval Reserve Intelligence Command
- Blackwell, Lieutenant General Paul E., USA  
Deputy Chief of Staff for Operations and Plans, United States Army
- Boorda, Admiral Jeremy M., USN  
Chief of Naval Operations
- Bowen, Ms. Cheryl P.  
Executive Director, National Committee for Employer Support of the Guard and Reserve
- Clapper, Lieutenant General James R., Jr., USAF, Director, Defense Intelligence Agency
- Clark, Mr. William D.  
Acting Assistant Secretary of the Army for Manpower and Reserve Affairs
- Closner, Major General John J., III, USAF  
Chief, Air Force Reserve
- Connolly, Mr. Timothy  
Principal Deputy Assistant Secretary of Defense for Special Operations and Low Intensity Conflict
- Dalton, Honorable John H.  
Secretary of the Navy

- D'Araujo, Major General John R., USA  
Director, Army National Guard
- Dorn, Honorable Edwin  
Assistant Secretary of Defense for Personnel and Readiness
- Hall, Mr. Keith R.  
Deputy Assistant Secretary of Defense (Intelligence and Security)
- Hall, Rear Admiral Thomas F., USN  
Director of Naval Reserve
- Hartzog, Lieutenant General William H., USA  
Deputy Commander-in-Chief, United States Atlantic Command
- Hazelwood, Mr. Leo  
Executive Director, Central Intelligence Agency
- Hickox, Ms. Amy  
Director, Civil/Military Cooperation, OASD(RA)
- Kernan, Brigadier General William F., USA, United States Special Operations Command
- Lee, Honorable Deborah R.  
Assistant Secretary of Defense for Reserve Affairs
- Lehowicz, Major General Larry G., USA  
Deputy Chief of Staff for Combat Developments, TRADOC
- McPeak, General Merrill A., USAF  
Chief of Staff of the Air Force
- Miller, Ms. Judy Ann  
Acting Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installations, and Environment

- Moskos, Dr. Charles C.  
Expert in Military Sociology, Professor,  
Northwestern University
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### **Briefings Received by the Board**

- Civil/Military Cooperation
- Intelligence Updates
- TRADOC Battle Labs
- George C. Marshall Center for European  
Security Studies
- Central Intelligence Agency
- Assistant Secretary of Defense for Reserve  
Affairs
- The Service Secretaries
- U.S. Atlantic Command
- The Office of the Secretary of Defense
- Special Operations/Low Intensity Conflict
- Mystery Illness
- Legislative Update: 1994 DoD Omnibus Bill
- Accessibility Study

- Department of Defense Intelligence and Security Overview
- U.S. Army Intelligence Program
- U.S. Navy Intelligence Program
- U.S. Marine Corps Intelligence Program
- U.S. Air Force Intelligence Program
- Naval Reserve Intelligence Program
- Defense Intelligence Agency
- Reserve Intelligence Programs
- General Officer Steering Committee
- Legislative Perspective: View from the Hill
- Office of the Secretary of Defense, Reserve Affairs Updates
- National Defense University
- State-of-the-Service–Service Chiefs
- State-of-the-Reserves–Reserve Chiefs
- National Committee for Employer Support of the Guard and Reserve
- Reserves: The Last Bastion of the Citizen Soldier

## Committees

The Board has three standing committees to study and formulate recommendations on issues relating to the following areas:

### • Personnel Committee

Chairmen: Major General James E. Sherrard III, USAFR and Major General John T. Coyne, USMCR

### • Training and Readiness Committee

Chairmen: Major General Kenneth A. Bouldin, USAR and Rear Admiral Grant T. Hollett, Jr., USNR

### • Logistics Committee

Chairman: Major General Russell C. Davis, ANGUS

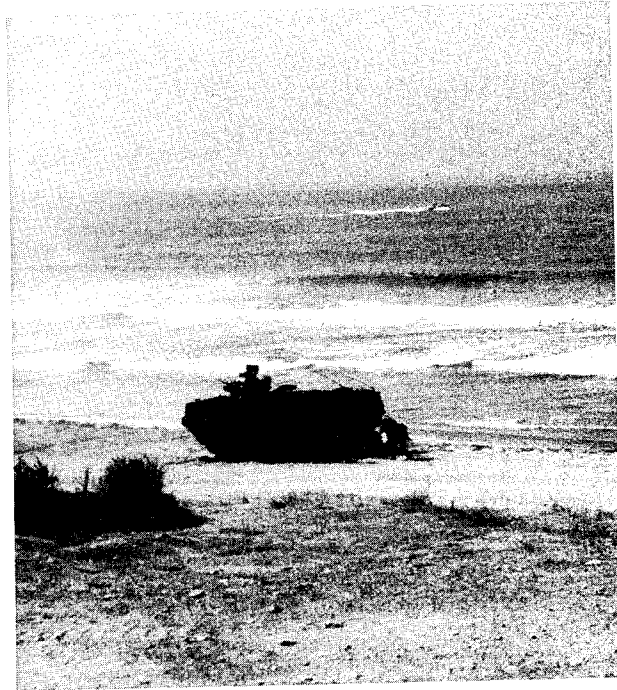
## Visits to Training Activities

Board members serving on the Training and Readiness Committee and designated Reserve Forces Policy Board staff members visited the Headquarters, Commander-in-Chief, U.S. Atlantic Command in Norfolk, Virginia, in March 1994. The purpose of this visit was to learn more about the Joint Reserve Unit supporting the CINC, its formation, operation, training, and how Reservists supported the command's mission. As a result of this visit, the Training and Readiness Committee reported that the joint unit concept can provide a source of joint qualified and trained assets for a joint headquarters command, which can provide augmentation in time of conflict, as well as peacetime support, to the CINCs. The Committee also reported that management of individual augmentees in joint headquarters will continue to be a problem until joint units are established to provide central administration and command unit training support.

Members of the Training and Readiness Committee and other Board members visited the Marine Corps Reserve Combined Arms exercise at Twentynine Palms, California, in June 1994 and Camp Pendleton, California, in August 1994

to observe Exercise PINNACLE ADVANCE. The purpose of the visit was to observe a Reserve Marine Air Ground Task Force (MAGTF) participate in a large peacetime joint exercise that tested training methods and concepts of deployment. Board members were impressed by the quality of training and operational integration demonstrated by all elements of the MAGTF at both locations.

The scenario for Exercise PINNACLE ADVANCE used present day, real-world crises and focused on a U.S. response to a United Nations request for assistance to halt a territorial conflict between two fictional countries. Board members were privileged to witness this exercise, as it was the largest peacetime Active/Reserve exercise in Marine history, involving nearly 17,000 joint Service members.



## Visits to Personnel Centers

Members of the Personnel Committee visited the Army Reserve Personnel Center in St. Louis, Missouri; the Marine Corps Reserve Support Command in Overland Park, Kansas; and the Air Reserve Personnel Center at Denver, Colorado, in September 1994. The purpose of the visits was to gain information regarding the procedures of Service personnel centers serving Reserve components and to enhance the Board members' knowledge of this important issue.

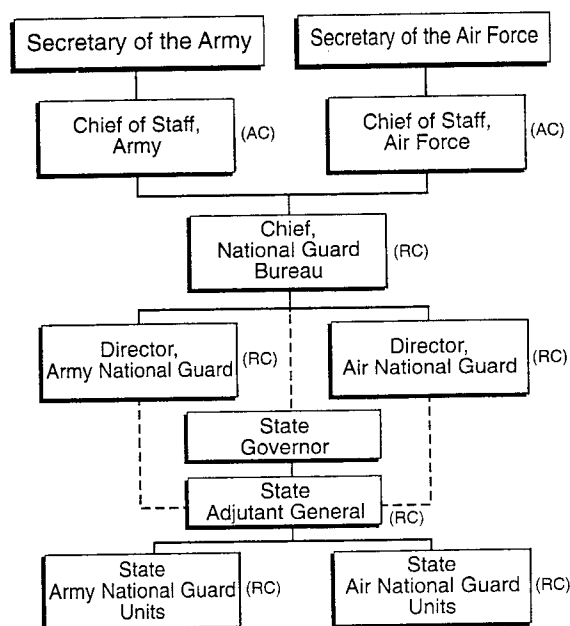
These visits were extremely valuable. Personnel Committee members who participated in these visits were unanimous in their praise for the efforts of the commanders and staffs of the agencies visited. Of particular note was the Army Reserve Personnel Center's work in the field of Optical Digital Imagery, the Marine Corps Reserve Support Command's work in gathering unique information on reservists by use of the PROMAN system, and the Air Reserve Personnel Center's work in gathering information in the Civilian Skills Data Bank.



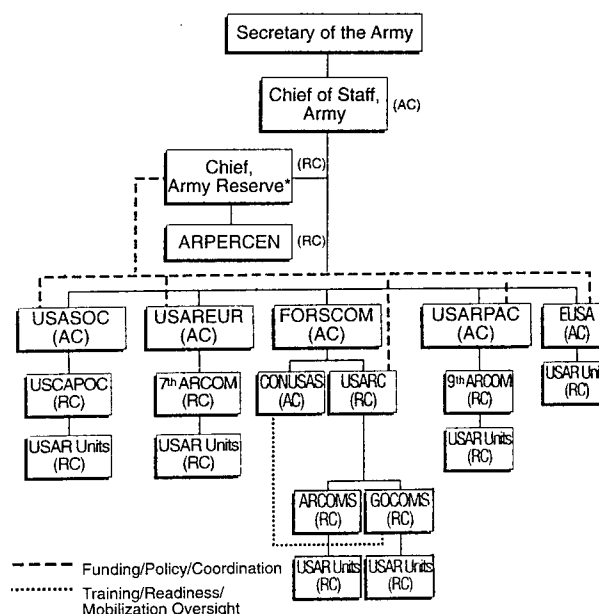
# Command and Control Diagrams



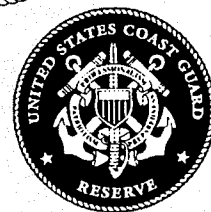
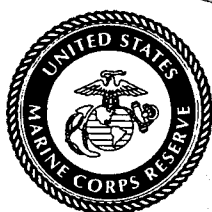
## Army National Guard & Air National Guard Command and Control



## Army Reserve Command and Control

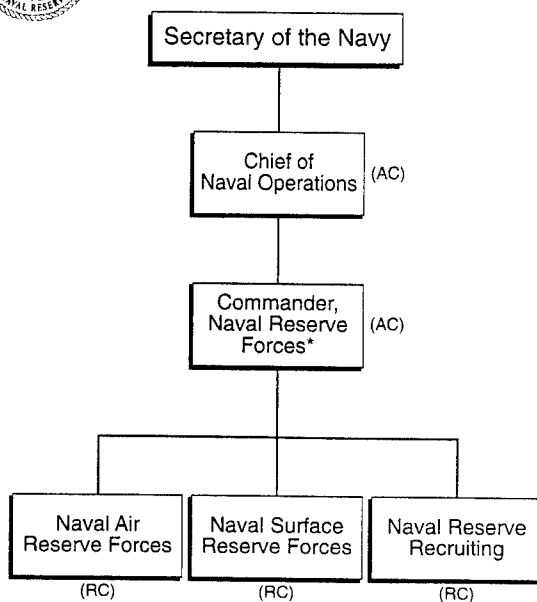


\* The Chief Army Reserve also serves as  
DCG, FORSCOM; CDR, USARC.





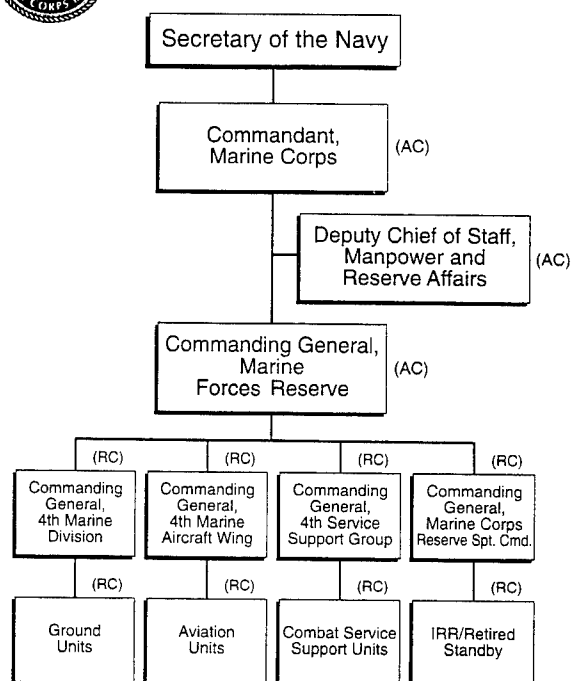
## Naval Reserve Command and Control



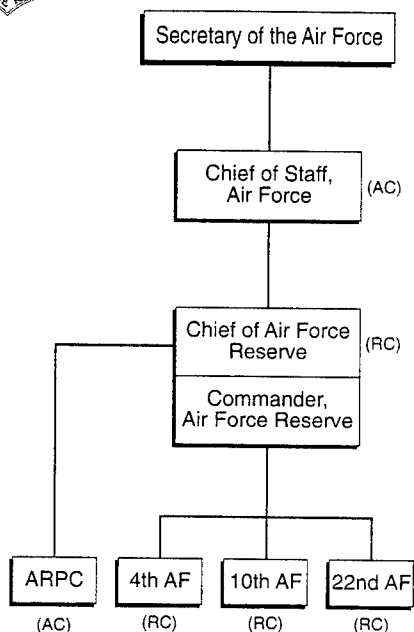
\* The Commander, Naval Reserve Forces also serves as Director, Naval Reserve and as Chief of Naval Reserve.



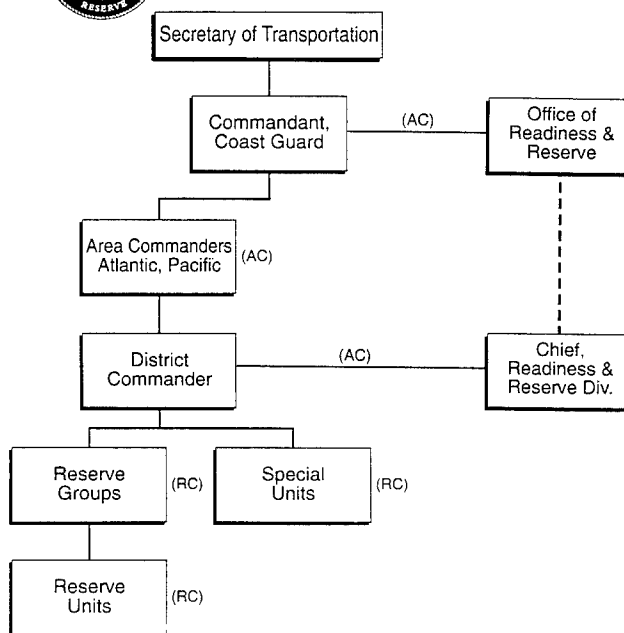
## Marine Corps Reserve Command and Control



## Air Force Reserve Command and Control



## Coast Guard Reserve Command and Control



----- Coordination



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---



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# Related Publications and References

## United States Congress

- *National Defense Authorization Act, 1994*
- *Department of Defense Appropriations Bill, 1994*

## The White House

- *National Security Strategy of the United States*

## Department of Defense

- *Annual Report to the President and the Congress*
- *Base Closure and Realignment Report*
- *Report on the Bottom-Up Review*
- *Equipping the Reserve Forces (DoD Directive 1225.6)*
- *Reserve Forces Policy Board (DoD Directive 5120.2)*
- *Deputy Secretary of Defense Memorandum, Subject: 1995 Base Realignment and Closures (BRAC-95), January 7, 1994*
- *Reserve Forces Policy Board Report, "Peacetime Use of Reserve Component Intelligence Elements," August 9, 1994*
- *Deputy Secretary of Defense Memorandum, Subject: Peacetime Use of Reserve Component Intelligence Elements, January 5, 1995*

## Joint Chiefs of Staff

- *National Military Strategy of the United States*

## Office of the Under Secretary of Defense for Acquisition and Technology

- *1995 Base Realignment and Closures (BRAC-95) - Policy Memorandum One, May 31, 1994*

## Office of the Under Secretary of Defense for Personnel and Readiness

- *DoD Manpower Requirements Report, February 1994*
- *DoD Military Manpower Training Report, June 1994*

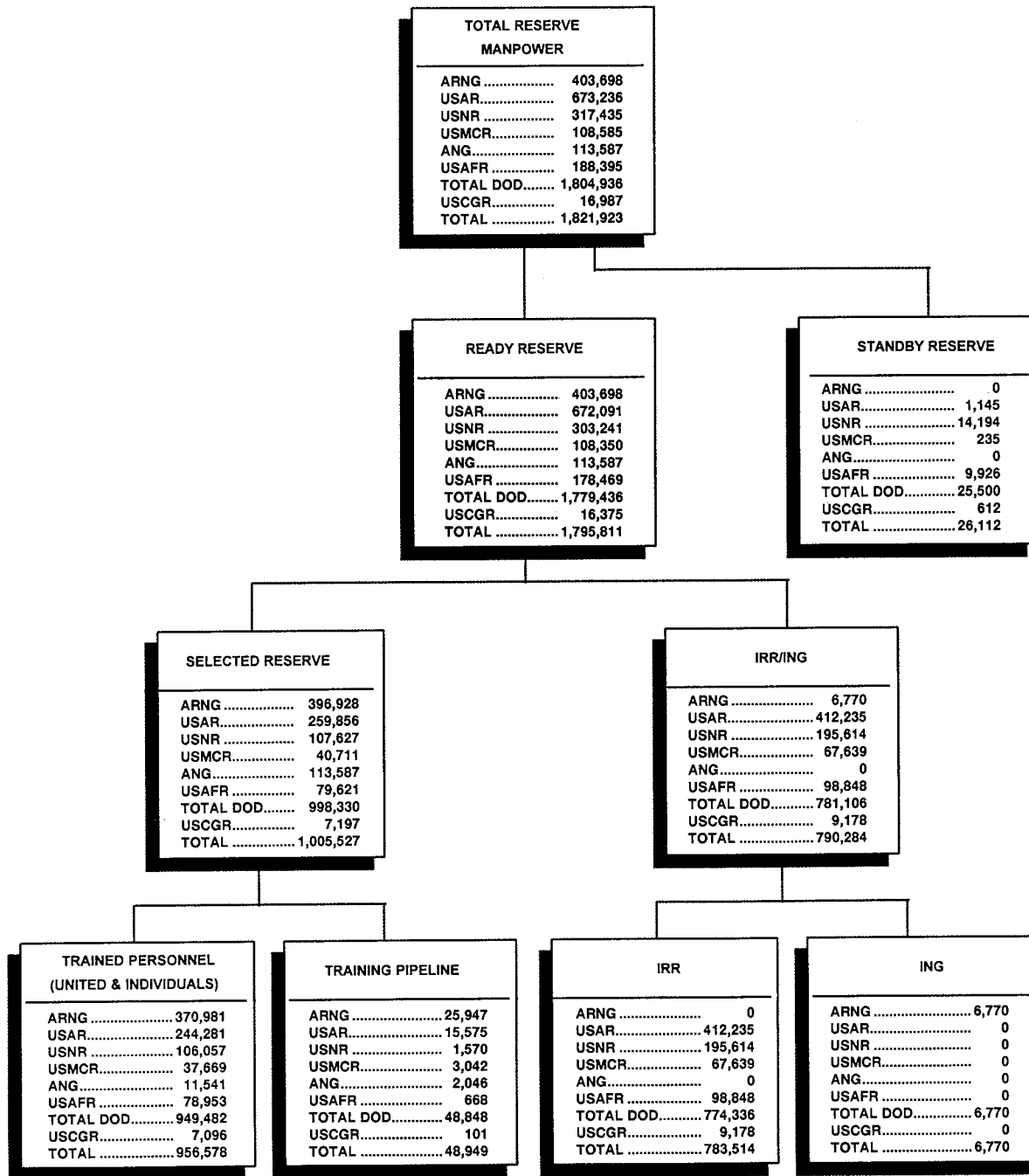
## Office of the Assistant Secretary of Defense for Reserve Affairs

- *National Guard and Reserve Equipment Report*
- *Official Guard and Reserve Manpower Strengths and Statistics*
- *Reserve Components of the Armed Forces: Reserve Component Categories*
- *Reserve Components of the United States Armed Forces*



# TOTAL RESERVE STRENGTH

(Official Numbers)



Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1994.